

Module Catalog

MBA Executive Master of Business Administration in Business & IT

TUM School of Management

Technische Universität München

www.tum.de/
www.mgt.tum.de

Module Catalog: General Information and Notes to the Reader

What is the module catalog?

One of the central components of the Bologna Process consists in the modularization of university curricula, that is, the transition of universities away from earlier seminar/lecture systems to a modular system in which thematically-related courses are bundled together into blocks, or modules.

This module catalog contains descriptions of all modules offered in the course of study.

Serving the goal of transparency in higher education, it provides students, potential students and other internal and external parties with information on the content of individual modules, the goals of academic qualification targeted in each module, as well as their qualitative and quantitative requirements.

Notes to the reader:

Updated Information

An updated module catalog reflecting the current status of module contents and requirements is published every semester. The date on which the module catalog was generated in TUMonline is printed in the footer.

Non-binding Information

Module descriptions serve to increase transparency and improve student orientation with respect to course offerings. They are not legally-binding. Individual modifications of described contents may occur in praxis.

Legally-binding information on all questions concerning the study program and examinations can be found in the subject-specific academic and examination regulations (FPSO) of individual programs, as well as in the general academic and examination regulations of TUM (APSO).

Elective modules

Please note that generally not all elective modules offered within the study program are listed in the module catalog.

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Executive Master of Business Administration in Business & IT

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Required Modules | Pflichtmodule

Module Description

WI201040: Business Processes and Technology | Business Processes and Technology

Version of module description: Gültig ab summerterm 2016

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 5	Total Hours: 150	Self-study Hours: 105	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Students have to hand in a written assignment. They choose a key business process in their organization which is supported by an IT-application and that should be improved. Students show that they are able to identify a relevant key business process and can apply the work systems method to that process.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

None

Content:

- Business Process Management: Knowledge and understanding in the field of business processes and the role of technology herein.
- Business processes and the way they build the success of firms and institutions.
- Modeling and criteria of business processes and their opportunities and possibilities.
- Business processes: Risk management, decision making and successful control and change.
- Developments in technology and their implications for organizations.
- The role of IT in modern business and competition: What technology should my firm invest in?

Intended Learning Outcomes:

After participating in this module, students are able to understand business processes and their interaction with IT-Technology. Furthermore, they are able to analyze and create Business

Process Management-Projects. Students are able to evaluate the interaction of Information and Communication Technology and business processes and to improve these.

Teaching and Learning Methods:

Lectures from professors and practitioners are used to setup the theoretical background for the students. In workshops and seminars they discuss in small teams the implementation of the knowledge in their daily business supported by IT-oriented case studies. During the module the students play a management game on business processes that brings insights into technologies and the way they support business processes to be adequate, reliable, effective and efficient. The game also brings insights into directing, improving and implementing business processes.

Media:

media mix

Reading List:

changing on the basis of the latest research results

Responsible for Module:

Prof. Dr. Helmut Krcmar (krcmar@in.tum.de)

Courses (Type of course, Weekly hours per semester), Instructor:

Business Processes and Technology (WI201040) (Seminar, 3 SWS)

Krcmar H, Reinhold N, Feldmeyer S

For further information in this module, please click campus.tum.de or [here](#).

Module Description

WI201041: Strategy and Organization | Strategy and Organization

Version of module description: Gültig ab winterterm 2022/23

Module Level: Master	Language: English	Duration: one semester	Frequency: summer semester
Credits:* 5	Total Hours: 150	Self-study Hours: 105	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Written project work in groups (80%) to be completed during the course - Students will be provided with a concrete situation of an organization that faces strategic challenges. Students have to show that they are able to discuss, evaluate and use strategic tools and concepts. Students will have to prove that they can apply the learned theories to analyze a strategy. They will also have to demonstrate that they are able to define strategic goals as well as an implementation plan. Individual written assignment (20%) that is to be submitted after the module (the examiner will announce the scope and processing time of the examination in due time). Students are assigned a specific real-world company whose operational methods they have to analyze on the basis of various dimensions.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

None

Content:

- Trends and Influences on Organizations: Why do organizations exist? Which problems do they solve?
- Core concepts regarding strategy formulation, implementation and execution: Strategic Analysis, Tools & Concepts
- Overview and discussion of toolsets to generate new business, reach new audiences and attract new customers
- Meeting strategic challenges like Mergers & Acquisitions: How to support the strategical development of an organization?
- Leading Strategy Implementation to meet the challenges of the future
- Strategic leadership: the role of leadership behavior in organizational success

- Knowledge Management & Corporate Organization: Understanding the requirements for and design options of Knowledge Management on the information logistics level

Intended Learning Outcomes:

After participating in this module, students are able to apply the basic concepts, tools and methods of strategic management. They are capable of analyzing and evaluating different business strategies and strategic options and applying them to situations in real business life. Furthermore, they are able to understand the strategic relevance of Knowledge Management and to use the basic concepts of (IT-based) knowledge sharing within an organization.

Teaching and Learning Methods:

During the module, lectures are used to create the theoretical background for the students. They provide the students with a fundament of knowledge on the topic of the module. In workshops and seminars they are able to dive deeper into the topic and discuss in small teams the implementation of the learnings into their daily business. Case studies and Best practice examples will be used to apply the concepts and business strategies into the real world and enable students to develop and evaluate strategic options. The results will be discussed within the group in order to maximize the learning outcome, improve their communication skills and encourage further discussions.

Media:

media mix

Reading List:

changing on the basis of the latest research results

Responsible for Module:

Prof. Dr. Thomas Hutzschenreuter

Courses (Type of course, Weekly hours per semester), Instructor:

Strategy and Organization (WI201041) (Seminar, 3 SWS)

Hutzschenreuter T, Boettcher T, Feldmeyer S, Reinhold N

For further information in this module, please click campus.tum.de or [here](#).

Module Description

WI201042: Ownership of Enterprise & Corporate Governance | Ownership of Enterprise & Corporate Governance

Version of module description: Gültig ab summerterm 2016

Module Level: Master	Language: English	Duration: one semester	Frequency: summer semester
Credits:* 5	Total Hours: 150	Self-study Hours: 105	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Students will analyze different governance structures, especially IT-Governance structures, to choose the best-fit option. During class they will present the results of their findings and will have to show their communications abilities. In the written assignment students will have to show that they can apply the learned theories to provide a stakeholder analysis as well as an implementation plan.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

None

Content:

- The enterprise's position in the economy and society, the forces that shape the enterprise and its IT
- Different enterprise models: Characteristics of the enterprise, such as ownership, size, political environment and enterprise strategy shape the governance of IT and the role of IT in achieving the enterprise's strategic objectives
- Corporate Governance within different types of organization
- Competition, coordination and cooperation
- Stakeholder Communication: theories, addressing different stakeholders
- The governance of IT is presented via portfolio management, benchmarking, and IT audit
- The Role of the CIO/ IT Leader within the organization and the interaction with other functions in the organization

Intended Learning Outcomes:

After participating in this module, students shall be able to assess the role of an enterprise in society and the limiting factors organizations have to face. The students are able to understand various types of organizations and governance structures of theirs. Students will be able to look beyond the boundaries of their own enterprise when making IT decisions. Students will gain an understanding of the impact of IT in business & governance processes. Students will be able to identify roles of different stakeholders, the communication and interaction between them as well as the role of the CIO therein.

Teaching and Learning Methods:

Lectures from professors and practitioners are used to setup the theoretical background for the students. In workshops and seminars they discuss in small teams the implementation of the knowledge in their daily business. Case studies and Best practice examples of Managing Stakeholder Interaction and IT-Governance-Processes will be used to apply the concepts into the real world and enable students to develop and evaluate different options. The results will be presented to the group in order to maximize the learning outcome, improve their communication skills and encourage further discussions.

Media:

media mix

Reading List:

changing on the basis of the latest research results

Responsible for Module:

Prof. Dr. Helmut Krcmar (krcmar@in.tum.de)

Courses (Type of course, Weekly hours per semester), Instructor:

Ownership of Enterprise & Corporate Governance (WI201042) (Seminar, 3 SWS)

Krcmar H, Reinhold N, Feldmeyer S

For further information in this module, please click campus.tum.de or [here](#).

Module Description

WI201043: Finance and Accounting | Finance and Accounting

Version of module description: Gültig ab summerterm 2016

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 5	Total Hours: 150	Self-study Hours: 105	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Students will be provided with a concrete organization in an IT-related market. They will analyze the financial success of the organization. During class they will present the results of their findings and will have to show their communications abilities. Students will also have to hand in an individual written assignment. Students will have to apply theories like cost of capital and cash flow calculations to evaluate the value created by the organization. Students will also have to show that they are able to evaluate risks and make a recommendation for the organization taking these into account.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

None

Content:

- Financial management: Investments in real assets (also named capital budgeting) and financing (also named fund raising) for these investments
- Investment options: loans, stocks, bonds etc.
- Evaluating financial risks and dealing with them appropriately
- Financial Statements & Analysis: Analysing the organization with different methods and KPIs
- Corporate Finance & Valuation: Finance and evaluate the organization value with different methods
- Value Based Management: Different methods to steer the organization with regard to creating values
- Financial Planning: Different methods of budgeting
- Alignment of Strategy & Finance: How to plan the financials with regard to the strategic goals of the organization

Intended Learning Outcomes:

After participating in this module students are able to define financial goals based on the strategic goals of the organisation. Students are able to apply adequate systems to monitor and ensure if targets are achieved. They understand the fundamental concepts of financial management, value creation and corporate finance and are able to apply them.

Teaching and Learning Methods:

Corporate financial theories, practical case studies (especially in the field of IT) and research efforts & outcomes will be used to familiarize the students with many aspects of the the financial field. During lectures, the basics of finance and accounting are explained to the students. In workshops, participants get the chance to work on financial statements, perform analysis and assess risks. In small teams, they will work on practical cases in the IT field.

Media:

media mix

Reading List:

changing on the basis of the latest research results

Responsible for Module:

Prof. Dr. Christoph Kaserer (christoph.kaserer@tum.de)

Courses (Type of course, Weekly hours per semester), Instructor:

Finance and Accounting (WI201043) (Seminar, 3 SWS)

Kaserer C, Reinhold N, Feldmeyer S

For further information in this module, please click campus.tum.de or [here](#).

Module Description

WI201044: Demand and Supply Management | Demand and Supply Management

Version of module description: Gültig ab summerterm 2016

Module Level: Master	Language: English	Duration: one semester	Frequency: summer semester
Credits:* 5	Total Hours: 150	Self-study Hours: 105	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Students have to hand in a written assignment. They will be provided with a concrete situation of an organization and its IT structure. Students will have to show that they can apply the learned theories to evaluate the existing structure in the provided case and make suggestions for improvements and further developments as well as evaluating the strategic alignment.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

None

Content:

- Business & IT alignment: Optimizing the contribution of IT to the business and establishing proper ways of making IT-related decisions
- The importance of strong demand management: Bridging the gap
- IT delivery: Managing and controlling the IT operations, portfolio management
- Vendor Management: Procurement strategies
- IT sourcing: major trends in onshore, nearshore and offshore sourcing and their impact on the retained organization
- Outsourcing strategies: Taking HR and legal aspects into account

Intended Learning Outcomes:

After participating in this module students are able to understand how to create an optimal fit between business and IT through proper Business/IT alignment. They are able to analyze and evaluate concepts regarding demand management as well as vendor management. In addition, students are able to create sourcing strategies based on the evaluation of risks and opportunities.

Teaching and Learning Methods:

Lectures from professors and practitioners are used to setup the theoretical background for the students. In workshops the students discuss different concepts of IT delivery and sourcing strategies combined with best-practice examples from different organizations. In small teams they present their results in class in order to strengthen the application of supply and demand management in the IT business.

Media:

media mix

Reading List:

changing on the basis of the latest research results

Responsible for Module:

Prof. Dr. Helmut Krcmar (krcmar@in.tum.de)

Courses (Type of course, Weekly hours per semester), Instructor:

Demand and Supply Management (WI201044) (Seminar, 3 SWS)

Krcmar H, Boettcher T, Feldmeyer S, Reinhold N

For further information in this module, please click campus.tum.de or [here](#).

Module Description

WI201045: Market, Law and Ethics | Market, Law and Ethics

Version of module description: Gültig ab summerterm 2016

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 5	Total Hours: 150	Self-study Hours: 105	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Students have to prepare a business situation where they have been facing a situation where the interaction of marketing, law and ethics created a dilemma for them.

During class they will have to reflect their decision by applying the new learned theories. In addition, students will hand in an individual homework assignment where they show that they are able to create a solution for the dilemma based on the theories and examples learnt during the module.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

None

Content:

- Marketing, law and business ethics: Interrelation of the topics
- Dilemmas and wicked problems: Legal framework and ethical dilemmas when offering products or services in a market
- Stakeholders in Marketing: Bringing together different views, frameworks and ethical decisions
- The legal framework for markets with regard to ethical decision making
- Making decisions in critical situations: Business ethics and sustainability

Intended Learning Outcomes:

After participating in this module students are able to understand the interrelation of normative standards, law and market. Therefore they are able to understand how markets work and the way stakeholders act with regard to legal and ethical regulations and to apply this knowledge to their own organization.

Teaching and Learning Methods:

Students will learn about marketing theories, legal restrictions and ethical issues as well as their interactions and interrelation in lectures. They will present their prepared case to the class and thereby prove their communication and analytical skills. In group discussions students will reflect on their behavior in the presented cases. In workshops they will work on the interdependence of the three main topics of the module.

Media:

media mix

Reading List:

changing on the basis of the latest research results

Responsible for Module:

Prof. Dr. Helmut Krcmar (krcmar@in.tum.de)

Courses (Type of course, Weekly hours per semester), Instructor:

Market, Law and Ethics (WI201045) (Seminar, 3 SWS)

Krcmar H, Reinhold N, Feldmeyer S

For further information in this module, please click campus.tum.de or [here](#).

Module Description

WI201046: Change Management and Human Capital | Change Management and Human Capital

Version of module description: Gültig ab summerterm 2020

Module Level: Master	Language: English	Duration: one semester	Frequency: summer semester
Credits:* 5	Total Hours: 150	Self-study Hours: 105	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Project work - Students will have to hand in a written homework assignment that shows that they are able to choose an adequate change project that can be analyzed based on the learned theories. Students will have to apply sociological and communication theories to evaluate the project and create recommendations for improving the processes.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

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Content:

- Change Management – a distinctive advantage: seizing new opportunities, adapting quickly to changing conditions and deploying talent to maximum effect
- Large organization transformation: strategy, structure, culture, systems and people
- The implementation of large and/or innovative IT systems: change management and understanding of human behavior
- the relationship between business strategy, organization and human resources/talent
- Methods to manage change and human resources
- Managing Human Capital: Effective employment and deployment of human assets or resources in organizations

Intended Learning Outcomes:

After participating in this module students are able to understand change management processes and methods and to apply them to change projects. They are able to understand the role of people in change situations and to evaluate change processes and the communication processes therein.

The students are able to identify talents in their organization and to apply career development methods.

Teaching and Learning Methods:

In lectures, students will learn the theories of change management and human behavior in businesses. In workshops, the content will be implemented into the real world, using case studies. In small teams, students will then discuss their personal experiences of change cases in their organizations and present the results to the group. In a simulation game, students will practice the communication of change projects.

Media:

media mix

Reading List:

Boris Ewenstein; Bryan Hancock; Asmus Komm (2016): Ahead of the curve: The future of performance management. In McKinsey Quarterly

Rosabeth Moss Kanter; Jonathan Cohen(2017): Publicis Groupe 2016: Maurice and the Millennials. In Harvard Business Review

Marcus Buckingham; Ashley Goodall(2015): Assessing Performance: Reinventing Performance Management. In Harvard Business Review April 2015 issue

Adobe: Building Momentum by Abandoning Annual Performance Reviews for "Check-Ins". In Graduate School of Stanford Business, Case: HR-38, 07/25/14

Lucia Darino; Marcus Sieberer; Arthur Vos; Owain Williams (2019): Performance management in agile organizations. In McKinsey & Company

David A. Garvin(2013). How Google Sold Its Engineers on Management. In Harvard Business Review December 2013 Issue

Eric McNulty (2002): HBR Case Study: Is the CEO pushing too much change too quickly? Welcome Aboard (But Don't Change a Thing). In Harvard Business Review October 2002

John P. Kotter (1995): Leading Change: Why Transformation Efforts Fail. In Harvard Business Review March-April 1995

Matthias Mölleney: Beyond Leadership

Global Talent Management and Rewards Study At a Glance-
towerswatson.com

«Academy of Management Review 2016 Decade Award» to Gary Johns • For the article «The essential impact of context on organizational behavior», in: Academy of Management Review, 31. Jg. 2006, pp. 386–408 • Most cited article 2007-2016

Responsible for Module:

Prof. Dr. Helmut Krcmar (krcmar@in.tum.de)

Courses (Type of course, Weekly hours per semester), Instructor:

Change Management and Human Capital (WI201046) (Seminar, 3 SWS)

Krcmar H, Boettcher T, Feldmeyer S, Reinhold N

For further information in this module, please click campus.tum.de or [here](#).

Module Description

WI201047: International Management & Intercultural Cooperation | International Management & Intercultural Cooperation

Version of module description: Gültig ab summerterm 2016

Module Level: Master	Language: English	Duration: one semester	Frequency: summer semester
Credits:* 5	Total Hours: 150	Self-study Hours: 105	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Students will review their current leadership style (with particular consideration of transformational and transactional leadership) and discuss how they would have to adapt their leadership style when managing in China/the US or managing Chinese/US employees.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

None

Content:

- Management and leadership styles in various countries
- How to do business in China/the US?
- Management and leadership in Asia and North America
- Intercultural communication: Why communication matters
- Intercultural competence: Dealing with different cultures
- Reflection: Adapting the personal leadership style to another country

Intended Learning Outcomes:

After participation in this module students are able to understand the social and economic dimensions of international management. The participants are able to evaluate the chances and risks of international management in selected regions and therefore to derive opportunities for their own company. They will be able to evaluate management and communication methods in international management and to apply them to their individual context and personal leadership style.

Teaching and Learning Methods:

While learning about management and leadership styles in various countries and intercultural communication during lectures, students will discuss their own experiences during workshops in small teams. Case studies will be used for a few specific countries. Students will present their own experiences abroad or with international colleagues. Students will visit different international-acting companies to get insights in managing multi-national organizations.

Media:

media mix

Reading List:

changing on the basis of the latest research results

Responsible for Module:

Prof. Dr. Claudia Peus (claudia.peus@tum.de)

Courses (Type of course, Weekly hours per semester), Instructor:

International Management & Intercultural Cooperation (WI201047) (Seminar, 3 SWS)

Peus C, Boettcher T, Feldmeyer S, Reinhold N

For further information in this module, please click campus.tum.de or [here](#).

Module Description

WI201048: IT-Security & Privacy Management | IT-Security & Privacy Management

Version of module description: Gültig ab summerterm 2016

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 5	Total Hours: 150	Self-study Hours: 105	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Students will be provided with different cases regarding IT security issues in various companies. Students will have to analyze the situations during class and present their findings in a group discussion to show their communication and analytical skills. Students will have to choose one case that they will work on in a written assignments and show that they can apply the learned theories to create a risk management system for a specific company.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

None

Content:

- The increasing relevance of Security & Risk Management: increasing IT risks that are increasingly harmful for the whole organization
- Privacy Management: Rules, Regulations and Concepts
- Managing IT-Risks: Analyzing, Evaluating and Dealing with IT-Risks
- Aligning Enterprise Risk Management and IT Risk Management
- IT-Risk Management Processes
- Dealing with new Risks, e.g. Cyber Crime
- Enhancing security awareness in organizations

Intended Learning Outcomes:

After participating in this module students will understand the growing importance of IT security and risk management. Students will be able to apply IT security systems that meet the relevant regulation standards to their business environment They will be able to create suggestions for the

management board how to link IT risk management with the organization-wide risk management system.

Teaching and Learning Methods:

Lectures from professors and practitioners are used to setup the theoretical background for the students. In workshops and seminars they discuss in small teams the implementation of the knowledge in their daily business supported by IT-oriented case studies and best practice examples. During the module the students play a management game on risk management that brings insights into technologies and the possibilities to be lead critical situations.

Media:

media mix

Reading List:

changing on the basis of the latest research results

Responsible for Module:

Prof. Dr. Helmut Krcmar (krcmar@in.tum.de)

Courses (Type of course, Weekly hours per semester), Instructor:

IT-Security & Privacy Management (WI201048) (Seminar, 3 SWS)

Böhm M, Krcmar H, Reinhold N, Feldmeyer S

For further information in this module, please click campus.tum.de or [here](#).

Module Description

WI201049: Leadership and Cooperation | Leadership and Cooperation

Version of module description: Gültig ab summerterm 2016

Module Level: Master	Language: English	Duration: one semester	Frequency: summer semester
Credits:* 5	Total Hours: 150	Self-study Hours: 105	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Students will have to hand in a written homework assignment in which they show that they are able to describe and reflect their own leadership style. Students will reflect their experiences with envy in leader-follower relationships and show that they are able to find improvements for their behavior in critical leadership situations.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

None

Content:

- Leadership theories and deep-dive into specific requirements when leading individuals and teams
- Strategic and organizational leadership
- Firm networks and firm development
- Leadership & value creation in and through networks
- Selection and assessment of leaders
- The role of leadership or cooperation: How leaders can (and must!) ensure cooperation and coordination in networks and their own organizations
- Leadership in the 21st century: changing workplaces, changing leaders
- Architecture for managing international networks

Intended Learning Outcomes:

After participating in this module, students are able to understand management and leadership concepts and are able to apply them to their daily business. Students are able to analyze their personal leadership style and to evaluate how this and how the interaction between individuals,

groups and organizations affect the performance as a whole. The students will be able to apply methods to improve cooperation in complex networks and throughout different cultures.

Teaching and Learning Methods:

Different leadership and cooperation theories will be taught in lectures. In workshops, small teams will work on case studies from the business world and present the results to the group. Group discussions will be used to understand and analyze different leadership approaches. Time for individual reflection will be provided as well and students will define development goals and further discuss them with a tandem partner.

Media:

media mix

Reading List:

changing on the basis of the latest research results

Responsible for Module:

Prof. Dr. Claudia Peus (claudia.peus@tum.de)

Courses (Type of course, Weekly hours per semester), Instructor:

Leadership and Cooperation (WI201049) (Seminar, 3 SWS)

Peus C, Boettcher T, Feldmeyer S, Reinhold N

For further information in this module, please click campus.tum.de or [here](#).

Module Description

WI201050: Digital Transformation & Entrepreneurship | Digital Transformation & Entrepreneurship

Version of module description: Gültig ab summerterm 2016

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 5	Total Hours: 150	Self-study Hours: 105	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Students have to hand in a written assignment. Therefore they will have to show that they are able to select a relevant trend in the field of IT, choose an adequate situation in their daily business that is or will be affected by this trend and show that they are able to apply learned theories to provide recommendations how to deal with the consequences caused by these changes.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

None

Content:

- Digital transformation: Understanding IT mega trends, like big data or internet of things, and their implications for organizations and markets
 - Digital-innovative business models: Combining products and services to create market-oriented packages and aligning business goals with technical realization
 - Supporting innovation thru IT processes and even fostering them
 - Using the appropriate leadership tools to create an innovative culture
 - The effect of digital innovations to business behaviour
 - Digital transformation and the radical change of business models and processes
 - Concepts and examples how to create and establish a culture of entrepreneurship new ideas•
- Digital transformation: Understanding IT mega trends, like big data or internet of things, and their implications for organizations and markets
- Digital-innovative business models: Combining products and services to create market-oriented packages and aligning business goals with technical realization
 - Supporting innovation thru IT processes and even fostering them

- Using the appropriate leadership tools to create an innovative culture
- The effect of digital innovations to business behaviour
- Digital transformation and the radical change of business models and processes
- Concepts and examples how to create and establish a culture of entrepreneurship new ideas

Intended Learning Outcomes:

After participating in this module students will understand the topic of digital transformation, IT mega trends and their implications for organizations and markets. They are able understand how innovations can be supported thru IT processes and foster them as well as to apply the appropriate leadership tools to create an innovative culture. They are able to analyze upcoming trends and to be able to evaluate those regarding potentials and risks for the specific context of an organization

Teaching and Learning Methods:

During lectures, the IT mega trends as well as the theory of digital transformation, market theories and theories of digital-innovative business models will be showed and explained to the students. In workshops, participants will discuss the trends and their implications for their organizations. In small groups they will work on case studies and develop innovative solutions that align business and IT.

Media:

media mix

Reading List:

changing on the basis of the latest research results

Responsible for Module:

Prof. Dr. Helmut Krcmar (krcmar@in.tum.de)

Courses (Type of course, Weekly hours per semester), Instructor:

Digital Transformation & Entrepreneurship (WI201050) (Seminar, 3 SWS)

Krcmar H, Boettcher T, Feldmeyer S, Reinhold N

For further information in this module, please click campus.tum.de or [here](#).

Module Description

WI201051: Leadership & Personal Development | Leadership & Personal Development

Version of module description: Gültig ab summerterm 2016

Module Level: Master	Language: English	Duration: one semester	Frequency: winter/summer semester
Credits:* 5	Total Hours: 150	Self-study Hours: 105	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Students will have to discuss actively to show that they are able to describe and reflect their own leadership style. Students will reflect their own experiences with envy in leader-follower relationships. Furthermore the students are able to apply the results of the analysis of their leadership behaviour based on a leadership profile.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

None

Content:

- Leadership Profile
- Self Management & Self Experience
- Mentoring & Career Development
- Networking Sessions
- Presentation Skills and Self confidence

Intended Learning Outcomes:

After participating in this module, the students are able to reflect their own habits and behavior and develop their appearance as well as their personal leadership style.

Teaching and Learning Methods:

Workshops will be held on various topics such as presentation skills or voice training. Leadership skills and communication will be practiced in small groups performing physical exercises. In 1-on-1 sessions, the personal development of the participants will be discussed, also in the

form of mentoring. Various presentations will be held to improve skills or get ideas for their career development. By using survey methods a personal leadership profile will be provided and discussed and an action plan will be created.

Media:

media mix

Reading List:

changing on the basis of the latest research results

Responsible for Module:

Prof. Dr. Claudia Peus (claudia.peus@tum.de)

Courses (Type of course, Weekly hours per semester), Instructor:

- Workshop Leadership Profiles - Introduction to the Method
- Leadership Profiles - Individual Data Analysis based on interviews
- Workshop Self Management and Self Leadership
- Individual Mentoring Discussions
- Career Development: Different views from different industries
- Presenting to or within the board

Prof. Dr. Claudia Peus

Expert Speaker

For further information in this module, please click campus.tum.de or [here](#).

Master's Thesis | Master's Thesis

Module Description

WI900259: Master's Thesis | Master's Thesis

Version of module description: Gültig ab winterterm 2022/23

Module Level: Master	Language: English	Duration: one semester	Frequency: winter/summer semester
Credits:* 30	Total Hours: 750	Self-study Hours: 730	Contact Hours: 20

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Individual written assignment - Students will have to hand in a written thesis in which they work on a real-life project in their organization. They have to analyze the key issues of the project and apply the learnings of a detailed module or different modules of the Executive MBA into this project. The project should be done full-time. Alternatively the students can write the master thesis at a Chair of the Technical University of Munich to support a research project at TUM.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

Successfully passing of 35 ECTS

Content:

free of choice

Intended Learning Outcomes:

After participating in this module students are able to apply the learnings of the different modules in a real-world project. They are able to understand the interdependences inside this project and how to deal with them.

Teaching and Learning Methods:

Participants are prepared with webinars to get the knowledge to write the thesis within the predetermined standards and regulations. Students join a topic finding and identification webinar to enhance the topic finding process. Furthermore, students discuss their first and pre-final results with their individual advisors to get further feedback during the process.

Media:

media mix

Reading List:

changing on the basis of the latest research results

Responsible for Module:

Courses (Type of course, Weekly hours per semester), Instructor:

For further information in this module, please click campus.tum.de or [here](#).

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