
ISM-COURSE HANDBOOK

B.SC. APPLIED DATA SCIENCE & BUSINESS ANALYTICS

VALID FOR STUDENTS STARTING FROM 1.9.2025
(VERSION OF MAY 2026)

ISM-COURSE HANDBOOK

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STUDY PLAN

Start in winter semester

SEMESTER	MODULES							ECTS CRE- DITS
1.	Program- ming & Sta- tistical Tools 5 ECTS	Introduction to Business Administration 5 ECTS	Financial Reporting 5 ECTS	Business Mathe- matics 5 ECTS	Digital Competen- cies 5 ECTS	Calculation Soft- ware 3 ECTS	Business Writing 2 ECTS	30
2.	Analytics & Dynamics 5 ECTS	Applied Data Science 1 5 ECTS	Management Ac- counting 5 ECTS	Statistics 5 ECTS	Micro- & Macroeco- nomics 5 ECTS	Scientific Me- thods 3 ECTS	Moderation & Presenta- tion 2 ECTS	30
3.	Applied Data Science 2 5 ECTS	Law 5 ECTS	HR, Organization & Change 5 ECTS	Marke- ting Re- search 5 ECTS	Economic Policy 5 ECTS	Project Manage- ment 3 ECTS	Negotiation 2 ECTS	30
4.	Study Abroad 25 ECTS						Internship 5 ECTS	30
5.	Business Re- search 5 ECTS	Market Analy- tics 5 ECTS	Corporate Project 5 ECTS		Strategic Manage- ment 5 ECTS	Sustainability Ma- nagement & Busi- ness Ethics 5 ECTS	Internship 5 ECTS	30
6.	Business Ap- plications in DA/DS 5 ECTS	Information Transfer 5 ECTS	Election: Self-Man- agement & Leader- ship or Innovation 5 ECTS	Bachelor Thesis (with Disputation) 10 ECTS			Internship 5 ECTS	30
7.	Study Abroad (Global Track Only) 30 ECTS							30

Subject to modifications

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Start in summer semester

SEMESTER	MODULES							ECTS CRE- DITS
1.	Programming & Statistical Tools 5 ECTS	Introduction to Business Admi- nistration 5 ECTS	Financial Re- porting 5 ECTS	Business Ma- thematics 5 ECTS	Digital Com- petencies 5 ECTS	Calculation Software 3 ECTS	Business Wri- ting 2 ECTS	30
2.	Applied Data Science 2 5 ECTS	Law 5 ECTS	HR, Organiza- tion & Change 5 ECTS	Statistics 5 ECTS	Economic Po- lity 5 ECTS	Project Ma- nagement 3 ECTS	Moderation & Presentation 2 ECTS	30
3.	Analytics & Dynamics 5 ECTS	Applied Data Science 1 5 ECTS	Management Accounting 5 ECTS	Marketing Re- search 5 ECTS	Micro- & Macroecono- mics 5 ECTS	Scientific Me- thods 3 ECTS	Negotiation 2 ECTS	30
4.	Study Abroad 25 ECTS						Internship 5 ECTS	30
5.	Business Ap- plications in DA/DS 5 ECTS	Information Transfer 5 ECTS	Corporate Project 5 ECTS		Election: Self- Management & Leadership or Innovation 5 ECTS	Internship 10 ECTS		30
6.	Business Rese- arch 5 ECTS	Market Analy- tics 5 ECTS	Strategic Ma- nagement 5 ECTS	Sustainability Management & Business Ethics 5 ECTS	Bachelor Thesis (with Disputation) 10 ECTS			30
7.	Study Abroad (Global Track Only) 30 ECTS							30

Subject to modifications

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MODULES

Analytics & Dynamics

Module code BA_WS25_ADS2_e	Semester 2	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Term paper (approx. 4,500 words)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content In this module, students learn how to analyze data across multiple time periods. Common applications such as quarterly sales, monthly subscribers or daily stock prices are analyzed to highlight the importance of adequate methodological approaches. One core aspect of this module is to create accurate predictions by overcoming pitfalls such as seasonality and dependence of observation points. Beyond, students gain insights into panel data, which is particularly popular in market and opinion research. Starting from the question of representativeness of a sample, students get to see further potential challenges in panel data, e.g. unobserved heterogeneity or unbalanced panels and omitted values. The module covers several techniques to handle dynamics in data, such as fixed and random effects, ways to achieve stationarity or options for replacing missing values. Overall, the module illustrates potential gains in accuracy when dealing with time or panel data. At the same time, students also learn how to be on the lookout for imperfections in intertemporal data analyses. Some important areas include: ▪ Identification / creation of seasonality and stationarity ▪ Inclusion of lags and moving averages ▪ Techniques to assess model quality and identify potential issues in time series analyses ▪ Cases illustrating the differences between time-series and cross-series data analytics ▪ Sampling techniques / representativeness of a sample ▪ Balanced and unbalanced samples ▪ Fixed and random effects ▪ Cases highlighting the distinctive features of panel vs. time-series data			
2	Learning outcomes After successful completion of the module, students will be able to apply statistical forecasting techniques to various types of intertemporal data and understand the importance of sampling techniques when interpreting results based on panel data. They will also be equipped to correct for shortcomings of unbalanced panels, identify pitfalls in time-series applications, and assess the representativeness of online- and offline-based market research results.			

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3	Teaching and learning methods The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive and include for example discussions and exercises. Participants are provided with the lecture slides, including references to the relevant literature. Additionally, students are required to work on digital exercises in self-study. If the number of participants is low, the module may be delivered entirely or partially in a synchronous digital format across campuses.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: Basic knowledge of mathematics/statistics and <i>Programming & Statistical Tools</i> module

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Applied Data Science 1

Module code BA_WS25_ADS3_e	Semester 2	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Written exam (120 minutes)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content This module aims to provide students with a comprehensive understanding of how to extract meaningful knowledge from data. Students are equipped with essential analytical and visualization tools to explore data characteristics and uncover underlying cause-and-effect relationships. A core competency of a successful data scientist is the ability to draw valid conclusions from sample data. In this context, A/B testing represents one of the most widely used methods for identifying and evaluating causal relationships. The module introduces inferential methods as key tools for quantifying the strength and significance of such relationships. As the boundaries between inferential statistics and multivariate analysis are often fluid – or even indistinguishable – these two central components of the module are designed to complement one another in a cohesive and mutually reinforcing way. Decision-making under uncertainty, a fundamental aspect of everyday business practice, is a guiding theme throughout the module. Students gain an appreciation for the importance of quantifying risk and evaluating alternatives, and they learn how to apply the appropriate methods to support sound decision-making in practice. To implement and apply the covered techniques, students will use both SPSS and R across the practical components of the module.			
2	Learning outcomes After successful completion of the module, students are able to: ▪ Create proper hypotheses. ▪ Test the hypotheses and evaluate the test decision. ▪ Choose the right test for a given situation. ▪ Make sense of multivariate data. ▪ Reduce multivariate data sets to underlying latent variables. ▪ Find groups as well classify objects into groups.			
3	Teaching and learning methods The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive. The active, student-centered learning approach uses a mix of pedagogical techniques, including flipped classrooms, discussions, group work, exercises, case studies, and			

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	business games. Participants are provided with the lecture slides, including references to the relevant literature. If the number of participants is low, the module may be delivered entirely or partially in a synchronous digital format across campuses.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: Basic knowledge of mathematics/statistics and <i>Programming & Statistical Tools</i> module

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Applied Data Science 2

Module code BA_WS25_ADS4_e	Semester 3	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Presentation (approx. 45 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content Regression analysis is one of the most essential analytical methods for modeling real-world (business) value chains and making informed predictions. This module serves as a natural continuation of inferential and multivariate statistics, equipping students with advanced techniques for data-driven decision making. Risk is a central challenge in managerial decision processes. By grounding decisions in data – embracing a data-driven approach – organizations can significantly reduce or at least quantify uncertainty. Regression analysis plays a crucial role in this context by revealing and modeling the underlying cause-and-effect relationships within complex systems. As data volumes increase, decision making enters a new dimension. While more data generally enhances statistical reliability, it also introduces challenges in terms of storage, access, and analysis, commonly referred to as big data. This module prepares students to understand and manage such situations by introducing the tools and concepts necessary for handling large and complex datasets. Additionally, the module provides an introductory perspective on machine learning, offering insight into how these techniques can be used to process and analyze vast amounts of data beyond traditional statistical methods.			
2	Learning outcomes After successful completion of the module, students are able to: ▪ Correctly identify situations in which a regression model is appropriate. ▪ Perform a multivariate linear/logistic regression analysis using R / SPSS ▪ Check whether or not the prerequisites are met. ▪ Understand the importance of labeled data as well testing/training data. ▪ Assess and evaluate the regression model ▪ Use the model to make worthwhile predictions. ▪ Appreciate the nature of big data. ▪ Understand the basic principle of ML methods. ▪ Use ML methods to perform regression like analyses.			

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3	Teaching and learning methods The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive. The active, student-centered learning approach uses a mix of pedagogical techniques, including flipped classrooms, discussions, group work, exercises, case studies, and business games. Participants are provided with the lecture slides, including references to the relevant literature. If the number of participants is low, the module may be delivered entirely or partially in a synchronous digital format across campuses.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: <i>Applied Data Science 1</i> module

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Bachelor's Thesis | Bachelor-Thesis

Module code BA_WS25_TH_e	Semester 6	Language English	ECTS credits 10	Workload 300 hours
Intake	Duration	Type and duration of exam		Weight of the mark in the final grade
Summer and winter semester	1 semester	<u>Thesis and disputation</u> - Length of the thesis: 12,000-15,000 words - The editing time: 10 weeks - Disputation: Presentation and scientific discussion		6.06 % with 6 semesters (180 ECTS credits) 5.13 % with 7 semesters (210 ECTS credits)
1	Content The <i>Bachelor Thesis</i> is a final academic paper addressing a specific issue within the fields of business administration, business psychology, or business law. The aim of the thesis is to demonstrate that the student is capable of independently solving a practice-oriented problem from their area of study – both in terms of technical detail and within its broader academic context – within a given timeframe and in accordance with the scientific and practice-based methods of their discipline. The Thesis may be completed in cooperation with an external institution. The recommended process for preparing the thesis includes the following steps: - Defining the topic in coordination with the first assessor (i.e. determining the research question, developing a preliminary outline and timeline), followed by approval of the topic by the head of campus - Identifying relevant theories and conducting an independent literature review on the current state of research - Developing a coherent and persuasive line of argument, using appropriate methods in accordance with ISM's <i>Notes on Editing Written Papers</i> (Formal Requirements) - Presenting and discussing findings in relation to the research question - Maintaining regular discussions with the assessors throughout the process The thesis is evaluated based on the quality of its argumentation, theoretical foundation, use of sources, and, depending on the research question, any field research conducted, as well as the presentation and discussion of findings where applicable. Upon submission of the thesis, students participate in a disputation, which serves as an oral defense of their work.			
2	Learning outcomes The students acquire professional competences for the preparation of scientific papers. In addition, they can use the knowledge acquired during their studies and apply it in relation to their research question in order to generate new knowledge. Students are proficient in the scientific principles that are relevant to their field of studies, especially in terms of citations, use of sources, line of argument, and research design.			

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	Students can work on research- or practice-oriented questions in discussions with their assessors and are able to acquire the necessary knowledge as well as develop a systematic and theoretically sound structure. They can comprehend the available literature systemically and assess it critically (secondary analysis), select and, if necessary, adapt suitable theories and methods as well as create new knowledge (primary research) in the context of their research question. Students are also able to present their research subject and arguments in a structured manner using clear and correct language and discuss their conclusion with experts as well as laypersons. Students are able to present the results of their work, reflect critically on them, and engage in scholarly discussion.
3	Teaching and learning methods The thesis is written independently by the student and is supported through individual supervision and academic guidance provided by the first assessor.
4	Prerequisites for participation See examination regulations

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Business Applications in DA/DS

Module code BA_WS25_ADS7_e	Semester 6	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Group presentation (30 min. per student)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content The main task and purpose of any data scientist – in a business context – is to help making the value chain more efficient and more effective. A value chain is a cause-and-effect-chain and consists of different verticals (the cause) that produce the added value (the effect). This module aims to provide the students with realistic insights into important and typical verticals any company is dealing with. The classes are very congenial since it can be hard to actually separate Sales from marketing and so forth, there is a strong case of mingling. The students will learn about and appreciate the remarkable impact a well done and targeted data analysis and modeling can make. The students need to understand and experience their important future role as sparring partners and knowledge and insight generators with respect to different parties of stakeholders – external as well as internal. Hence the classes in this module will be quite practice oriented and hands on. The students will be put in a position in which they are supposed to act as data scientists. They will be confronted with relevant questions and problems arising in the respective areas. Drawing from earlier lectures dealing with coding as well as statistical and ML methods, they will be able to handle the situation and present their results.			
2	Learning outcomes After successful completion of the module, students are able to: ▪ Appreciate and understand the close relationships and interactions within a business value chain ▪ Identify, plan and execute relevant analyses to improve the value chain ▪ Act as a competent partner (external/internal) to the relevant stakeholders ▪ Analyze traffic data and derive relevant KPIs ▪ Set up OM campaigns and assess those ▪ Understand and basically execute the concept of scraping using scripting tools ▪ Understand the main internet security concepts			
3	Teaching and learning methods The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive. The active, student-centered learning approach uses a mix of pedagogical techniques, including flipped classrooms, discussions, group work, exercises, case studies, and			

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	business games. Participants are provided with the lecture slides, including references to the relevant literature. If the number of participants is low, the module may be delivered entirely or partially in a synchronous digital format across campuses.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: Basic knowledge of mathematics/statistics and <i>Applied Data Science 1</i> module

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Business Mathematics | Wirtschaftsmathematik

Module code BA_WS25_Math_e	Semester 1	Language English	ECTS credits 5	Workload 150 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content <i>Business Mathematics</i> provides the basic tools for the representation, analysis and modeling of economic relationships. It also provides the basis for advanced quantitative lectures in higher semesters. In addition, methods for decision making in optimization tasks in companies are discussed and underpinned with practical application examples. The following topics are covered in detail: Financial Mathematics: ▪ Interest calculation ▪ Annuity calculation ▪ Amortization ▪ Investment valuation / Net present value method Linear Algebra: ▪ Matrices and matrix operations ▪ Linear systems of equations ▪ Optimization problems under inequality constraints (Simplex algorithm) Analysis: ▪ Continuity ▪ Derivatives with multiple variables ▪ Unconstrained optimization problems ▪ Optimization problems under equation constraints (Lagrange multipliers)			
2	Learning outcomes Students gained basic mathematical knowledge, which is essential for understanding the business administration and economics lectures in their further studies as well as for later professional practice. Depending on the problem situation and the data situation, they are able to independently select suitable mathematical methods and assess their usefulness for the problem. They can apply the selected methods and procedures professionally and appropriately, evaluate them and interpret the results. They are able to answer practice-relevant questions independently.			

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	Students will be able to familiarize themselves independently with further topics using additional literature and e-learning opportunities, depending on their future needs.
3	Teaching and learning methods The module content is taught in small groups and is designed to be interactive. The lecture is accompanied by a tutorial, where student exercises are carried out. Participants are provided with lecture slides, including references to the relevant literature. To convey the module content, learning videos are provided that explain and deepen the content and illustrate it with examples. Written and audiovisual study materials (scripts, textbooks, podcasts), as well as exercises and review questions to monitor learning progress are also provided.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None

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Business Research

Module code BA_WS25_ADS5_e	Semester 5	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Presentation (approx. 45 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content The <i>Business Research</i> module focuses on the use of models to simulate real-world cause-and-effect relationships. The strength of any model lies in its ability to replicate such dynamics, allowing students to explore what-if scenarios in a safe and consequence-free environment. With the help of suitable models and a powerful scripting language, students can gain deep insights into complex real-world interdependencies. In this context, modeling and simulation serve as ideal complements. Developing a model requires a thorough understanding of the underlying causal relationships. Simulation, in turn, is the application of the model – using varying parameter settings to test different scenarios. Simulations can help reduce risks associated with business decisions, assign probabilities to outcomes, and calculate expected values for alternative courses of action. The greatest challenge lies in defining the model itself: if the model deviates significantly from reality, it may lead to serious misjudgments and flawed decisions. Simulation has a wide range of applications – from sales processes and call center operations to random experiments and numerical integration (e.g., calculating the area under a curve). Simulations typically rely on large sets of random numbers to generate realistic and valid results, which is why this method is often referred to as Monte Carlo simulation. At the beginning of the module, students are introduced to the concept of random numbers and how they are generated, laying the groundwork for deeper engagement with the world of simulation.			
2	Learning outcomes After successful completion of the module, students are able to: ▪ Understand the nature and importance of pseudo random numbers in the realm of simulation. ▪ Set and up and code Monte Carlo simulation models using R. ▪ Translate a business value chain/ cause effect chain into a statistical simulation model. ▪ Derive proper statements and consequences from simulations as well as using numerical and graphical representations of the generated output.			

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3	Teaching and learning methods The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive. The active, student-centered learning approach uses a mix of pedagogical techniques, including flipped classrooms, discussions, group work, exercises, case studies, and business games. Participants are provided with the lecture slides, including references to the relevant literature. If the number of participants is low, the module may be delivered entirely or partially in a synchronous digital format across campuses.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: <i>Applied Data Science 1 and 2</i> modules

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Business Writing

Module code BA_WS25_BE1_e		Semester 1	Language English	ECTS credits 2	Workload 60 hours
Intake Summer and winter semester		Duration 1 semester	Type and duration of exam Written exam (60 min.)		Weight of the mark in the final grade 1.21 % with 6 semesters (180 ECTS credits) 1.03 % with 7 semesters (210 ECTS credits)
1	Content This module equips students with the necessary skills to communicate effectively in English within an international business environment. Students learn grammar, structures, and stylistic elements of written business communication. At the same time, they expand their vocabulary of both business and general terms. The content is taught through written exercises such as composing reports, decision papers, and executive summaries.				
2	Learning outcomes Upon successful completion of the module, students know how to communicate effectively in written form. They understand how to write reports, decision papers, and executive summaries. Students are able to write business correspondence and actively participate in discussions on business-related topics.				
3	Teaching and learning methods The module content is delivered through in-person sessions held in small groups. The lectures are designed to be interactive, including group discussions and exercises in small teams. Students are provided with the presentation slides used in class, along with references to the relevant literature.				
4	Prerequisites for participation Formal requirements: Successful completion of the placement test or documented participation in preparatory courses, as specified in the admission regulations. Recommended prior knowledge: English language proficiency at CEFR level B1 or higher.				

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Calculation Software | Kalkulationssoftware

Module code BA_WS25_Skills1_e	Semester 1	Language English	ECTS credits 3	Workload 90 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam Partial examinations during course		Weight of the mark in the final grade 1.82 % with 6 semesters (180 ECTS credits) 1.54 % with 7 semesters (210 ECTS credits)
1	Content The aim of the module is to lay the foundations for the everyday professional life of a Bachelor's graduate. Therefore, a sound knowledge of standard software applications must be imparted. Knowledge of common calculation software enables students to carry out quantitative analyses independently, create reports and process results graphically in a way that supports the content. The following components are taught in the <i>Calculation Software</i> module: ▪ Basics and importance of spreadsheet programmes using Excel as an example and how they work (including the structure of a worksheet and basic functions), ▪ References and functions (including date-time, text, logical references, reference, statistical functions, matrix, financial mathematical functions), ▪ Figures and diagrams ▪ Pivot tables (including creating, formatting and calculating)			
2	Learning outcomes Students have an overview of the key issues of information technology in companies. They are able to recognize the possibilities, but also the potential dangers of modern information systems and make decisions about their use in the professional environment. They know the importance of spreadsheet programs and are familiar with Excel in detail. By using Excel, they are able to analyze business problems and find solutions.			
3	Teaching and learning methods The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive and include for example exercises. Additionally, students are required to work on online content and digital exercises in self-study. Participants are provided with the lecture slides, including references to the relevant literature. Learning videos on study content are used to explain, deepen and illustrate content with examples. In addition, written and audiovisual study materials (scripts, textbooks, podcasts) are provided, as well as exercises and review questions that serve as a learning success check for students.			

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4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None
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Corporate Project | Unternehmensprojekt

Module code BA_WS25_UP_e	Semester 5	Language English	ECTS credits 5	Workload 150 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam Presentation (approx. 45 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content In this module, students work on a practice-oriented and/or business-relevant question within a defined time frame. The project is carried out under the guidance of a faculty supervisor but also requires a high degree of independent teamwork. Ideally, the project topic is developed in cooperation with a real-world industry partner. The chosen topic must be addressed using a sound methodological and theoretical approach and supported by empirical data collection. The module is designed to apply previously acquired knowledge and develop new subject-specific and industry-related expertise, while also strengthening students' personal and professional competencies. A typical project flow includes regular meetings with the supervisor and the following steps: ▪ Introduction to and familiarization with the topic, including team formation (typically 3-4 students per team) ▪ Development of project-relevant (sub-)questions and project milestones, including task distribution within the team ▪ Operationalization of the research subject and development of a theory-based methodological approach ▪ Design of the research framework and selection of appropriate data collection methods (e.g., desk research, possibly pretesting, primary data collection with sampling and survey design) ▪ Data collection and preparation (e.g., transcription of interviews, creation of a database) ▪ Data analysis and interpretation (e.g., conducting statistical analyses or simulations) ▪ Derivation of strategic and/or operational recommendations for action ▪ Development of an implementation concept for the proposed recommendations ▪ Presentation of results in the form of an oral presentation and a project report (presentation slides with executive summary) Intermediate steps and preliminary results must be regularly discussed with the supervisor. ISM formatting and submission guidelines must be observed. Assessment is based on the quality of the proposed solutions (value-added), interim and final presentations, project work and management, as well as team collaboration and individual engagement. The following criteria may serve as evaluation benchmarks:			

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	▪ Individual contribution (frequency of contact, initiative, commitment, reliability, problem-solving skills, creativity, independence) ▪ Oral presentation (language quality, facial expression, gestures, eye contact, audience engagement, handling of questions, use of media) ▪ Presentation materials (structure, academic content, formal aspects, handout) ▪ Project & management (timeline and milestones, logical structure and argumentation, theoretical foundation, accuracy, formal compliance, use of sources) ▪ Empirical work (derived research questions, design and choice of methods, execution and scope) ▪ Outcome & value (innovative, unconventional, or insightful perspectives and connections)
2	Learning outcomes Students are able to confront new professional challenges, deal with complex problems, assess them systemically, and weigh alternative solutions. They develop an understanding of project-based work and are capable of conducting (consulting) projects in a goal-oriented and structured manner. They are able to work collaboratively in teams to complete projects constructively, efficiently, and with clear structure, thereby contributing positively to their social environment. When necessary, they can take on leadership roles, persuade others with confidence, and justify their own decisions. Students acquire advanced knowledge in academic research and writing. They are capable of researching, processing, and analyzing information relevant to problem-solving. They can critically differentiate and assess facts in a comprehensive and detailed manner and are able to synthesize and integrate knowledge across various industries and subject areas. Students can apply different forms of primary and secondary data collection in a practice-oriented way, thus deepening their skills and knowledge in information gathering. They are able to use mathematical and statistical methods to address the problem at hand. Students in Bachelor of Science programs are additionally able to quantify economic theories or models. Finally, students are able to develop and present an appropriate solution to the given problem.
3	Teaching and learning methods The module content is delivered through in-person sessions held in small groups. The lectures are designed to be interactive and discussion-based. The primary focus is on guided work on research and analysis tasks.
4	Prerequisites for participation Formal requirements: None

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	Recommended prior knowledge: <i>Market Research, Academic Writing, Business Mathematics, Statistics</i> , and foundational Business Administration modules (1 st -3 rd semester)
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Digital Competencies | Digitale Kompetenzen

Module code BA_WS25_DK_e	Semester 1	Language English	ECTS credits 5	Workload 150 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam Partial examinations during course		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content The module <i>Digital Competencies</i> is designed to provide students with basic knowledge and skills in dealing with digital technologies and applications. The aim is to prepare students for the requirements of the digital working world and to provide them with the necessary tools to successfully master digital tasks in a business context. Contents of this module include: ▪ Technical foundations of digitalization, including hardware (e.g., von Neumann architecture, Moore’s Law), software (system, development, and application software), computer networks (ISO/OSI model, basic functioning of the Internet), and databases. ▪ Types of business application systems (industry-neutral vs. industry-specific, transaction systems vs. decision support systems, internal vs. inter-company) ▪ Development and operation of business application systems (plan-driven vs. agile development, standard vs. individual software, on premise vs. cloud-based, DevOps) ▪ Business process management (analysis, modelling, optimization, controlling of processes) ▪ Information management (importance of information as a resource, organizational structure and processes, standards in information management) ▪ Data security and data protection (basics and relevant standards such as GDPR) ▪ Digitalization and digital transformation (data-based products and services, digital and disruptive business models) ▪ Artificial intelligence: basics & principles, areas of application, current strengths & weaknesses ▪ Digitalization & sustainability: resource consumption of IT use vs. efficiency gains through the use of IT In addition to imparting knowledge, the focus is explicitly on the independent use of digital tools for collaboration, data analysis, process and data modeling. There is also a brief introduction to software development based on low-code/no-code.			
2	Learning outcomes After successfully completing the <i>Digital Competencies</i> module, students should have acquired basic knowledge and skills in dealing with digital technologies and applications. The			

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	will be prepared for the requirements of the digital working world and will be able to successfully manage digital tasks in a business context. The students: ▪ Understand the technical basics of digitalization, including the architecture of hardware and software as well as the functioning of computer networks and databases. ▪ Can differentiate between business application systems and their areas of application and assess the development and operation of such systems, including agile and plan-driven methods, standard and individual software as well as on-premise and cloud-based solutions. ▪ Master the basics of business process management and are able to analyze, model, optimize and control simple business processes. ▪ Know the basics of information management, i.e. they recognize the importance of information as a resource and can apply appropriate standards and structures. ▪ Understand the importance of data security and data protection and can implement them in practice by knowing the relevant principles and standards, such as the GDPR, and initiating appropriate measures. ▪ Are able to shape digital transformation and sustainability by developing data-based products and services as well as digital and disruptive business models and evaluating their sustainability. ▪ Understand the basics and applications of artificial intelligence and can assess its potential and challenges in a business context. ▪ Use digital tools and low-code/no-code platforms for collaboration, data analysis and process modeling and develop simple applications.
3	Teaching and learning methods The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive and include for example discussions and exercises. Additionally, students are required to work on mandatory online content and digital exercises in self-study. Participants are provided with lecture slides, including references to the relevant literature. Learning videos on study content are used to explain, deepen and illustrate content with examples. In addition, written and audiovisual study materials (scripts, textbooks, podcasts) are provided as well as exercises and review questions that serve as a learning success check for students.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: <i>Calculation Software</i> module should be taken in parallel

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Economic Policy | Wirtschaftspolitik

Module code BA_WS25_VWL2_e	Semester 2 or 3	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content The module is broadly divided into three sections: an introductory section, a methodological section, and a section on economic policy. The introductory section provides an overview of the “normative theory of government action”. The following topics are discussed in particular: ▪ Social contract: The framework of a free-market economy is examined, and the core role of the state is defined. The allocative and distributive issues arising from pure market processes are also presented. ▪ Types of goods: The challenges associated with market mechanisms in the provision of public goods and natural resources are discussed. ▪ Governmental correction measures: Building on the previous topics, the possibilities and limitations of economic policy interventions are explored. This includes a comparison of market failure and potential government failure. The methodological section introduces various approaches to policy evaluation, which are subsequently applied to the analysis of economic policy measures: ▪ Empirical Economic Research: This part of the module presents modern quantitative methods of policy evaluation, such as linear regression analysis, within the context of economic policy. ▪ Game Theory: Since strategic interaction between firms and governments is of particular importance in economic policy, key concepts and tools of game theory are introduced. The role of experiments in economics is also discussed in this context. ▪ Institutional Economics: The specific role of institutions in the economy is explored, where institutions are understood as rules, norms, and organizations that shape and influence the behavior of individuals and groups within society. The economic policy section applies the introduced methods to the analysis of various economic policy measures, including but not limited to: ▪ The “Economics of the Public Sector” unit deals with issues related to market failures such as externalities; additionally, the foundations of public sector financing are discussed. ▪ The unit “Environmental Policy” focuses on instruments aimed at internalizing externalities and achieving sustainability goals, in particular emissions trading schemes			

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	and Pigouvian taxes. These instruments are evaluated in terms of their environmental and economic effects, as well as their distributive impacts. The importance of strategic interaction between countries is also emphasized. ▪ In the unit “Labor Market Economics,” the labor market is examined as a unique type of economic market. Imbalances in the labor market, government intervention options, and their quantifiable effects are analyzed. ▪ The unit “Monetary Policy” explores the advantages and disadvantages of shared currency areas and outlines the criteria for assessing optimal currency areas. Building on this, the module addresses the topic of the European sovereign debt crisis, including its causes, possible developments, policy responses, and consequences. ▪ The unit “International Economic Relations” introduces the concept of the open economy (e.g., balance of payments, exchange rates, foreign trade, currency and credit markets), in order to examine the effects of economic policy measures in a globalized context. ▪ The unit “Development Policy” begins by categorizing different country types and discussing various development theories (e.g., dependency theory, modernization theory). Against the background of development economics, selected measures such as microfinance, education, and institution-based strategies in developing countries are explored in greater depth.
2	Learning outcomes Upon successful completion of the module, students will be able to: ▪ Analyze the impact of economic policy measures on individual economic agents as well as on the economy as a whole, and adopt a normative stance. ▪ Apply modern empirical research methods to quantify the effects of economic policy interventions. ▪ Present the results of their own empirical impact studies to a professional audience. ▪ Analyze the effects of international trade policy, as well as unilateral and multilateral shocks, on global value chains.
3	Teaching and learning methods The module content is delivered through in-person sessions conducted in small groups. The teaching format is interactive, incorporating case studies and practical exercises. Participants are provided with lecture slides, including references to the relevant literature.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: <i>Business Mathematics</i> and <i>Statistics</i> modules

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Financial Reporting | Externes Rechnungswesen

Module code BA_WS25_BWL2_e	Semester 1	Language English	ECTS credits 5	Workload 150 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content This module familiarizes students with the collection and processing of information in accounting and financial reporting in accordance with commercial requirements. It deals primarily with the principles of bookkeeping in the narrower sense and accounting techniques from the proper collection of data and further processing of collected data to the annual accounts and then Introduction to commercial financial reporting including statement of financial position, statement of comprehensive income, cash flow statement, statement of change in equity and notes, the analysis of selected financial statements using simple ratios (profitability, liquidity, asset and financing analysis), the analysis of management reports. For “Taxation”, the principles of the German Fiscal Code, such income tax, corporation tax, trade tax as well as value added tax, are presented.			
2	Learning outcomes After successfully completing the module, students possess a broad and integrated knowledge of the legal principles and the operational requirement of accounting and the related commercial information instruments. Furthermore, they have a basic understanding of the international differences regarding consolidated accounts and of the most important business taxes. Based on an opening balance sheet, students can book individual business transactions and prepare simple accounts. They are able to autonomously evaluate commercial information instruments and describe the implications of relevant business taxes for different forms of enterprises.			
3	Teaching and learning methods The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive and include for example discussions, case studies, and exercises. The lecture includes various exercises and case studies as well as analysis of financial statements. Participants are provided with lecture slides as well as a reference to corresponding literature. Learning videos on study content are used to explain, deepen and illustrate content with examples. In addition, written and audiovisual study materials (scripts, textbooks, podcasts) are provided, as well as exercises and review questions serving as learning progress for students.			

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4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None
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HR, Organization & Change | Personal, Organisation & Change

Module code BA_WS25_BWL4_e	Semester 2 or 3	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content The module <i>HR, Organization & Change</i> provides a comprehensive overview of the essential aspects of corporate management in the fields of human resource management, organizational management, and change management. It aims to equip students with a deep understanding of both theoretical foundations and practical applications in these areas. The module consists of four key components that together create a holistic understanding of the subject matter: I. Socio-demographic and Legal Frameworks (approx. 10%) This section examines key environmental factors shaping modern businesses, including megatrends such as digitalization and globalization. It also addresses relevant legal considerations that influence human resource and organizational management in an international context. II. Organizational Management (approx. 30%) This section covers the fundamental concepts, theories, and structures of organizations. It provides an overview of classical and modern organizational theories and examines how companies design their structures and adapt to changing environmental conditions. Additionally, it explores current developments in organizational design, including agile structures, network organizations, and the impact of digital transformation on corporate strategy and efficiency. III. Human Resource Management (approx. 40%) This section introduces the fundamental principles of human resource management and examines the entire employee lifecycle. The focus is on the organization of HR management and its role in value creation. Topics include strategic workforce planning and deployment to ensure business objectives are met. Additionally, key aspects of personnel development, particularly qualification and competence management, are addressed. Another focus is on employee retention, the design of incentive systems, and strategies for long-term employee engagement. Finally, employee offboarding is covered, including the organizational and social aspects of separation processes. IV. Culture and Change (approx. 20%) This section focuses on corporate culture and change management. The emphasis is on the development and transformation of organizational culture and its impact on business success and employee motivation. Furthermore, strategies and tools for successfully implementing change processes are examined, including resistance management, communication, and leadership during times of transformation.			

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2	Learning outcomes After successfully completing the module, students will have acquired: ▪ Knowledge of socio-demographic frameworks and collective labor law: They understand the influence of megatrends such as digitalization, value shifts, and globalization, as well as key legal frameworks that shape modern businesses in an international context. ▪ Competence in organizational management: They are familiar with various organizational structures, such as matrix, functional, and divisional organizations, and can assess and compare their advantages and disadvantages. Furthermore, they understand key approaches in organizational theory and current developments in organizational design. They are able to analyze organizational structures and processes in companies and critically evaluate the impact of organizational decisions on business performance. ▪ Comprehensive knowledge in human resource management: Students develop a deep understanding of the core concepts and methods of HR management. They comprehend how organization, operating models, and value creation influence HR practices and the role of the employee lifecycle as a framework for key HR topics. They are familiar with the processes of workforce planning, development, retention, and offboarding and can evaluate their significance for strategic HR management. Additionally, they understand the fundamentals of performance evaluation and can critically reflect on the design of strategic personnel development and the mechanisms of incentive-compatible employee retention. ▪ Skills in change management: They understand the importance of corporate culture and the dynamics of change processes, including why they may fail. They are familiar with strategies and tools for successfully managing change and for purposefully developing corporate culture, and they can evaluate their effectiveness.
3	Teaching and learning methods The module content is delivered through in-person sessions in small groups. The lectures are designed to be interactive, incorporating discussions and practical exercises. Digital tools are used to conduct quizzes and surveys to assess students' understanding and enhance engagement. Participants are provided with lecture slides, including references to the relevant literature.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: Basic knowledge of business administration (e.g. <i>Introduction to Business Administration</i> module)

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Information Transfer

Module code BA_WS25_ADS8_e	Semester 6	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Term paper (approx. 4,500 words)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content This module provides a comprehensive exploration of the critical elements involved in data handling and interpretation, focusing on input and output procedures and interfaces. Students will learn various methods for loading data into analytics tools, with particular emphasis on the importance of database connections. Proficiency in managing SQL databases and extracting relevant data from data warehouses will be developed. The module also addresses the vital role of a data scientist in effectively communicating results to stakeholders. Students will be trained to present findings in a meaningful and useful manner, exploring multiple presentation methods such as standard, regular, and automated reporting, interactive outputs, and graphical and numerical displays. Furthermore, the module introduces process mining techniques to systematize data flows, ensuring efficient and accurate data management. Through a combination of theoretical knowledge and practical application, students will gain the skills necessary to handle data comprehensively and present their analyses effectively in professional contexts. Some key aspects include: ▪ Understanding the underlying principles and the working of a relational data base. ▪ Setting up of an SQL data base (e.g. Maria DB). ▪ Using SQL to extract the desired data from an SQL data base. ▪ Combining analytics tools (R/SPSS) and the data base to create a strong data unit. ▪ Understanding the different types of reporting output. ▪ Getting to know different reporting suites (e.g. Tableau/Shiny). ▪ Setting up automated/ standard reports. ▪ Understanding the grammar of graphs, i.e. the different types of graphs relevant in different data situations. ▪ Understanding process flow data and identifying inefficiencies in processes ▪ Applying several KPIs to highlight potential gains in efficiency ▪ Creating dashboards to allow for an interactive tracking of process efficiencies ▪ Learning about the importance of action flows ▪ Interacting in workshops and live demos provided by academic partners ▪ Deriving business recommendations in selected case studies			
2	Learning outcomes Upon completing this academic module, students will gain a comprehensive understanding of process flow data and learn to identify inefficiencies within processes.			

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	They will apply various key performance indicators (KPIs) to highlight potential gains in efficiency and develop skills in creating dashboards for interactive tracking of process efficiencies. The module emphasizes the importance of action flows in process management and includes interactive workshops and live demonstrations provided by academic partners. Additionally, students will derive actionable business recommendations through the analysis of selected case studies.
3	Teaching and learning methods The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive and include for example discussions and exercises. Participants are provided with the lecture slides, including references to the relevant literature. Additionally, students are required to work on digital exercises in self-study. If the number of participants is low, the module may be delivered entirely or partially in a synchronous digital format across campuses.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None

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Innovation

(Elective module)

Module code	Semester	Language	ECTS credits	Workload
BA_WS25_INNO_e	5 or 6	English	5	150 hours
Intake	Duration	Type and duration of exam	Weight of the mark in the final grade	
Summer semester	1 semester	Paper presentation as group work. The paper presentation consists of a term paper (approx. 1,800 words per student) and a presentation (approx. 15 min. per student)	3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)	
1	Content			
	The module <i>Innovation</i> provides students with in-depth knowledge and skills to understand, manage, and successfully implement innovation processes within organizations. The focus lies on innovation strategies, methods and processes, as well as the development of a supportive innovation culture. Innovation strategies and approaches: - Fundamentals and importance of innovation strategies: Introduction to various aspects of innovation strategies - Contemporary innovation approaches: Presentation and discussion of recent innovation concepts, such as blue ocean strategy and disruptive innovations - Fundamentals of business model innovation: Introduction to the basics of business models and business model innovation Methods and processes: - Innovation processes and methods: Overview of the various stages of the innovation process, from idea generation to market launch - Creativity techniques and idea generation: Methods for encouraging creative thinking and generating new ideas Innovation culture: - Elements of a positive innovation culture: Discussion of key elements necessary for fostering an innovation-friendly culture - Fostering creativity and collaboration: Measures for creating a creative work environment and promoting constructive collaboration and knowledge exchange - Cultural challenges in implementing innovation: Addressing resistance and challenges in the implementation of innovations			
2	Learning outcomes			
	Upon completion of the module, students possess comprehensive knowledge of key innovation strategies and approaches that are relevant for creating sustainable competitive advantages. They understand essential methods and processes for the systematic development and implementation of innovations and are able to apply selected techniques such as			

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	creativity methods. Students recognize the importance of an innovation-promoting organizational culture and are familiar with its core elements, as well as with key measures for establishing such a culture.
3	Teaching and learning methods The module content is delivered through in-person sessions conducted in small groups. The teaching format is interactive, incorporating discussions and practical exercises. Theoretical concepts are deepened through real-world case studies. Participants are provided with lecture slides, including references to the relevant literature. If the number of participants is low, the module may be delivered entirely or partially in a synchronous digital format across campuses.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: <i>Fundamentals of Strategic Management</i> module

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Internship | Praxis

Module code BA_WS25_PR_e	Semester Flexible	Language Depending on the company	ECTS credits 15	Workload 450 hours
Intake Each semester, in the semester break	Duration 20 weeks	Type and duration of exam Presentation (approximately 15 minutes), as well as a project documentation		Weight of the mark in the final grade 0.00 %
1	Content Internships offer students their first insights into the operational environment and confront them with socialization aspects, with professional challenges and different job requirements in practice. Moreover, theoretical knowledge and experience acquired during their studies can be applied in practice. The internships are to be carried out in market segments/departments of a company that align with the subject of the respective degree program. The specific requirements regarding internships are defined in the Internship Guidelines.			
2	Learning outcomes The module <i>Internship</i> covers important practice-oriented learning outcomes of the degree program and therefore, is a very important complement to the more theory-oriented modules. Specifically, ▪ Students can assess the specialized knowledge they have acquired in the course of their studies with respect to applicability and apply it in a professional context. ▪ Students apply the theories and methods they have learned and, thus, through their own actions, gather real-world business experience. ▪ Students negotiate the ethical and subject-specific aspects of their function within the company and thereby develop their professional identity. ▪ Students develop the ability to establish working relationships with people from different levels in a corporate hierarchy as well as with diverse origins. ▪ They develop the ability to anticipate the effect and consequences of their own actions. ▪ They have an overview of and understand the organizational structure of the company they work for and recognize, defend and reflect their own role in that system. ▪ The students develop their own planning and working techniques ▪ Students train their self-awareness in stressful situations and conflicts and reflect upon their communication and relationship skills as well as their self-management competencies.			
3	Teaching and learning methods ISM’s Career Center provides workshops on job application and recruiting and, if needed, individual consultations on application optimization, job coaching, and job-hunting strategies. Further, the concept of “learning by doing” is expected during the internship.			

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4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: Students are required to prepare thoroughly for their internship, considering both the content and objectives of the internship, as well as the conditions at the host company. These aspects are essential to ensuring the overall quality of the internship experience. To this end, the student and the company must enter into a formal agreement outlining the intern's tasks, objectives, and workplace assignment. This agreement is a mandatory component of the internship presentation. Additionally, students are strongly encouraged to participate in events organized by ISM's Career Center to further develop and refine their professional profiles.
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Introduction to Business Administration | Einführung in die allgemeine Betriebswirtschaftslehre

Module code BA_WS25_BWL1_e	Semester 1	Language English	ECTS credits 5	Workload 150 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content This module explores the core value-creating activities of a business, their interrelations, and their management within the context of market-oriented business leadership. It begins by introducing the scope of business administration, including the enterprise itself, economic activity, and the academic discipline, along with the economic cycle and key scientific and historical foundations. Using a business model (e.g. the value chain), various operational functions are examined, all framed by a strategic, market-oriented management perspective. The module then defines key terms such as materials management, procurement, and logistics. Procurement is discussed as a business function, including its tasks, objectives, and procurement items (types of materials). This introduction is followed by an overview of central strategic tasks and methods for determining business demand – such as program-based and consumption-based approaches. The prioritization of required goods is illustrated using ABC analysis. Based on this analysis and inventory trends, selected procurement strategies (e.g. single-order procurement, stockpiling, just-in-time) are presented, and optimal order quantities are calculated using the Andler formula. Next, the module explores the link between procurement and production through production theory. The concept of production is operationalized via a descriptive overview of production factors, their interrelationships, and theoretical foundations (e.g. production functions Type A and Type B). Key elements in organizing business performance are discussed, including production workflows and types. Strategic considerations regarding product and production program depth are also covered. Further tools include lot size planning, production program planning (capacity utilization optimization), capacity adjustment, and scheduling (sequence planning). The marketing component introduces both strategic and operational foundations, as well as consumer psychology, as key elements of market-oriented business management. After laying the groundwork (e.g., definitions of markets, market segmentation, market actors, consumer psychology), the focus shifts to strategic marketing. This includes company-wide goal hierarchies, particularly the role of marketing objectives, and key success factors of marketing strategies. The strategy development process completes this section. Finally, the module provides an in-depth look at the marketing mix instruments – product, price, communication and distribution. Product policy addresses innovation management,			

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	existing product portfolio management and brand strategy. Pricing policy covers traditional approaches to pricing as well as behavioral aspects of price perception and processing. Communication management includes an overview of both traditional and digital communication tools, along with budgeting and budget allocation for campaigns. Distribution policy focuses on selecting and structuring appropriate sales channels. Finally, logistics with its TUL functions of transportation (including a comparison of modes of transport), handling (as well as order picking) and warehousing is presented as a linking element of the value-added areas.
2	Learning outcomes Students understand key economic patterns of thinking and decision-making, the primary value-creating decision contexts, and the challenges involved in entrepreneurial action, as well as the fundamental interrelationships between the functional areas examined. They are able to comprehensively and critically differentiate between scientific theories, models, and facts, and to apply selected methods and tools appropriately. Furthermore, students are familiar with the central success factors of market-oriented business management and can explain them in detail. Students are able to synthesize, evaluate, and integrate knowledge from primary value-creating areas of the business. They possess a broad range of theories and models (including ABC analysis, the Andler formula, production functions Type A and Type B, and the 4P model in marketing), which they can independently apply and transfer appropriately to complex business problems. This enables them to deal with cross-functional interdependencies throughout the value chain and to assess them from a systemic perspective. Students are able to reflect on and compare diverse perspectives and to engage in constructive, communication-oriented discussions. In addition, they can present and justify complex value-creation problems and solutions through structured argumentation. Students can independently analyze and evaluate business-related questions and cases. Moreover, they are able to develop and critically assess alternative courses of action and solutions in response to changing conditions.
3	Teaching and learning methods The module content is delivered through in-person sessions held in small groups. The teaching format is interactive, incorporating elements such as group discussions and practical exercises. Participants are provided with lecture slides as well as references to the underlying literature.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None

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Law | Recht

Module code BA_WS25_RE_e	Semester 2 or 3	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Written exam with preparatory reading time (120 min. + 30 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content The module covers the fundamental legal norms and legal principles from jurisdiction, case law and academic literature that are directly connected to business operations in real-world economic practice. The module begins with an overview of the basic legal framework in the Federal Republic of Germany, starting with legal sources (in particular, the constitutional provisions and the impact of fundamental rights on legislation and judicial practice). It also addresses the distinctions between civil and public law. A transition into subsequent lecture topics is made through an introduction to legal case analysis, including the structured legal opinion writing style. Work with the German Civil Code (BGB) starts with its General Part (declaration of intent, formation and validity of legal transactions, representation, formal requirements, limitation periods, the principle of abstraction) and continues into the Special Part (overview of the various types of contract, fundamentals of the law governing general terms and conditions, consumer protection law). Another major focus is breach of contract in its different forms (default, malperformance, breach of ancillary obligations and liability for third-party conduct). The module also introduces the basics of tort law as well as the law governing partnerships and corporations. Finally, an overview of private international law is given including the basic application of the Rome I Regulation of the European Union. The theoretical content is continuously applied in practice through case studies, using the acquired legal case-solving technique in order to reinforce understanding through direct application.			
2	Learning outcomes Students understand the legal framework necessary for a comprehensive understanding of business operations. They possess foundational knowledge of civil law in the area of contract law (particularly sales law) and its related aspects, including the law on breach of contract, tort law, as well as company law and private international law. Students are able to independently classify and interpret the relevant legal relationships and structures. They also have an overview of current legal developments at the intersection of law and economic matters. Finally, they acquire relevant knowledge of the legal implications within the scope of standard business operations.			

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	Students are able to assess fundamental relationships in business law. They understand that addressing legal issues in business practice today is by no means solely the responsibility of legal professionals, but increasingly a key concern for business economists as well. With their knowledge of legal case analysis techniques, students are capable of applying these methods during actual contract negotiations and independently resolving arising legal issues. Thanks to their acquired legal knowledge, they are able to avoid typical mistakes in contract negotiation and drafting and can prevent potential liability risks from the outset. Students are familiar with the content and significance of the legal framework in business practice. As a result, they are not forced to rely exclusively on external legal advisors but possess their own awareness of legal risks and can recognize potential issues at an early stage. In cases where complex legal issues require collaboration with an internal legal department or external legal advisors, students are able to communicate effectively using appropriate legal terminology. From the outset, they demonstrate a deeper understanding of legal perspectives and actively contribute to problem-solving, rather than leaving the outcome solely in the hands of others. Students can independently analyze legal issues in business contexts using their subject knowledge and case analysis techniques, drawing on relevant literature and case law. They are able to contribute to contract design in a risk-minimizing way and to present their findings as a basis for decision-making or to discuss them in detail with the legal professionals involved.
3	Teaching and learning methods The module content is delivered through in-person sessions conducted in small groups. The teaching approach is interactive, incorporating elements such as discussions and case study work. Participants are provided with lecture slides, including references to the relevant literature.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None

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Management Accounting | Internes Rechnungswesen

Module code	Semester	Language	ECTS credits	Workload
BA_WS25_BWL3_e	2 or 3	English	5	150 hours
Intake	Duration	Type and duration of exam	Weight of the mark in the final grade	
Summer semester	1 semester	Written exam (120 min.)	3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)	
1	Content This module addresses the core principles of managerial accounting in a broad sense and serves to provide internal business information that supports, informs, and monitors corporate decision-making. These insights are derived from financial accounting data, which are processed through cost accounting, performance analysis, and investment appraisal. Theoretical concepts are deepened through real-world business examples and case studies. In the unit “Investment and Finance,” various static and dynamic investment appraisal methods that form the basis for corporate investment decisions, including financing aspects relevant to the evaluation of investment alternatives, are discussed. Corporate investment decisions are assessed based on economic efficiency criteria. After introducing key financial terminology and basic financial concepts, the module presents and critically examines static investment appraisal methods such as cost comparison, profit comparison, return-on-investment, and payback period approaches, while also discussing their limitations, particularly their disregard for the time value of money. To prepare students for the increasingly significant application of dynamic investment methods in practice, the concept of the time value of money is introduced as the “exchange rate of time” and is explained through practical examples. Building on this foundation, dynamic investment appraisal techniques such as the net present value method, annuity method, and internal rate of return are explored in depth and analyzed through applied examples. The module covers key aspects of finance, including corporate finance and further aspects relevant to investment-related decisions. This includes an examination of financing principles, the distinction between internal and external financing, the characteristics of equity and debt financing, maturity structures, and cost structures. This unit concludes with a discussion on the economics of interest, exploring the determinants of interest rates, the impact of monetary policy on investment decisions, and the significance of the yield curve. The unit “Cost and Performance Accounting” focuses on the foundations of cost identification and cost allocation within companies, as well as on determining business performance. The relevance of cost information for internal decision-making is illustrated through practical application exercises. Following an introduction to basic accounting principles, the module conveys the theoretical foundations of cost accounting, including essential terminology, underlying principles, and the general structure of cost systems. This is followed by a thorough explanation of cost type accounting, including cost classification and data collection, as well as cost center accounting with methods such as the cost allocation sheet, step-ladder			

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	method, and equation-based approaches. The unit also covers cost object accounting, including division, equivalence number, surcharge, and joint cost calculations, as well as the cost of sales and total cost methods. The module concludes with an overview of different cost accounting systems, differentiated according to their temporal orientation and the scope of cost coverage.
2	Learning outcomes After successfully completing the module, students have basic knowledge of the interaction of operational and planning processes in the sub-areas of management accounting, of the main methods and techniques of cost and profitability accounting as well as financial management in terms of investment decision making and financial budgeting. This knowledge enables students to make decisions regarding the economic use of production factors. Students will be able to apply the necessary methods and techniques in the context of managerial accounting and also face new and unfamiliar technical challenges. They are able to consider complex problems of cost accounting, profitability measurement, and investment decision making in an integrative manner and to develop adequate solutions for practical applications.
3	Teaching and learning methods The module is delivered through on-campus lectures held in small groups. These lectures are designed to be interactive and include elements such as discussions and practical exercises. Participants are provided with lecture slides that include references to the relevant academic literature. To support learning, instructional videos are used to explain, reinforce, and illustrate key content through practical examples. In addition, students receive a range of written and audiovisual study materials – including scripts, textbooks, and podcasts – as well as exercises and review questions to support self-assessment and monitor learning progress.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: <i>Business Mathematics</i> and <i>Financial Reporting</i> modules

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Market Analytics

Module code BA_WS25_ADS6_e	Semester 5	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Presentation (approx. 45 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content The module teaches data-driven optimization in both people-based (B2C) and company-related (B2B) business applications. Students learn about main differences between the two types in data structures and data content, opening up into different forms of insights and marketing options. B2C analytics approaches are demonstrated with regard to sociodemographic and transactional data, with the combination of the two enabling tailor-made marketing on various channels both on- and offline. Case studies highlight how new customers are targeted via statistical forecasts, combined with straightforward manual selection approaches based on descriptive statistics. Beyond, students acquire knowledge on how to handle other tasks such as cross- and upselling, mainly focusing on inner-company data sources. In terms of B2B Analytics, methods to collect and evaluate more aggregated data are introduced, relating to e.g. company sizes, number of employees or revenue. Beyond these, students learn how to process industry and macroeconomic data such as level of competition, economic and political time-series factors to derive appropriate recommendations. In short, this data analytics module teaches students how to understand their B2C customers better, while also grasping data-driven B2B and industry essentials. Key elements include: ▪ Predictive modeling as a tool to attract new customers on different channels ▪ Data-driven methods to identify homogeneous target groups ▪ B2C cases on how data analytics can prevent cancellations of contracts or increase cross- and upselling potential ▪ Evaluation of Marketing campaigns, quality of model-based selection vs. random, effectiveness of advertisement ▪ Research trends and current data protection guidelines (domestic and international) ▪ Structural industry analyses to identify sales potential ▪ Acquisition and combination of relevant data sources in B2B ▪ B2B cases on cross-channel data strategies in Marketing			
2	Learning outcomes In this module, participants will learn to create, run, and interpret predictive statistical models in both B2B and B2C business environments. They will assess the effectiveness of campaigns in terms of return on invest (ROI) and other key performance indicators (KPIs), and give data-based recommendations on how to improve advertisement efforts relating to different target groups.			

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	Additionally, participants will learn to strike a balance between straightforward, index-based approaches and more advanced techniques to analyze consumers and markets.
3	Teaching and learning methods The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive and include for example discussions and exercises. Participants are provided with the lecture slides, including references to the relevant literature. Additionally, students are required to work on digital exercises in self-study. If the number of participants is low, the module may be delivered entirely or partially in a synchronous digital format across campuses.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: Basic knowledge of mathematics/statistics and <i>Programming & Statistical Tools</i> module

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Marketing Research | Marktforschung

Module code BA_WS25_MAFO_e	Semester 3	Language English	ECTS credits 5	Workload 150 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam Presentation (approx. 45 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content Students gain insights into decision-making in marketing (and other business areas), with a particular focus on sustainability-related issues in the B2C sector. They are introduced to the fundamentals of modern market research and selected qualitative and quantitative methods, such as individual and group interviews, observation, experimentation, sampling, questionnaire design, as well as specialized research approaches like online panels, the use of synthetic data, ethnography, and design thinking. Students independently design a research plan, implement it, and present their findings. In doing so, they explore the support potential of artificial intelligence in both desk and field research, critically evaluating ready-to-use tools. Key elements of this module include: ▪ Relevance of market research for marketing decisions ▪ Phases of the market research process ▪ Qualitative and quantitative methods of market research ▪ Potential of artificial intelligence ▪ Relevance of neurophysiological data ▪ Collection, analysis, and presentation of qualitative and quantitative data ▪ Outlook on the future of market research			
2	Learning outcomes Students are able to assess the role and functions of market research in marketing, as well as to structure and apply the process of a market research project. They are equipped to analyze market research methods in terms of their suitability for specific marketing problems, evaluate application limitations, and assess the quality of market research results. In addition, they are capable of critically understanding and evaluating the potential of digital tools and artificial intelligence.			
3	Teaching and learning methods The module content is delivered through in-person sessions held in small groups. The teaching format is interactive and enriched with learning videos, guest lectures, and discussions. Students plan and conduct their own market research project and present the results. They are provided with lecture slides, including references to the relevant literature.			

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4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: Marketing basics (as part of the <i>Introduction to Business Administration</i> module) and <i>Statistics</i> module
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Micro- & Macroeconomics | Mikro- & Makroökonomie

Module code	Semester	Language	ECTS credits	Workload
BA_WS25_VWL1_e	2 or 3	English	5	150 hours
Intake	Duration	Type and duration of exam	Weight of the mark in the final grade	
Summer semester	1 semester	Written exam (120 min.)	3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)	
1	Content			
	This module introduces the principles of economic thinking. Students explore both microeconomic and macroeconomic relationships. A strong emphasis is placed on the interplay between economic theory and empirical reality throughout the module. Microeconomics: In the microeconomics component, the focus is on the optimization behavior of households and firms, as well as the interaction between buyers and sellers in markets. The module discusses various market structures, including perfect competition, oligopoly, monopolistic competition, and monopoly. Students also examine under which conditions markets are efficient and how economic policy measures can influence market outcomes. Using elasticity concepts, the effects of price and income changes on supply and demand across different markets are analyzed. The microeconomics section is structured as follows: ▪ Introduction to microeconomics ▪ Theory of consumer choice ▪ Theory of production and costs ▪ Market equilibrium, market forms, and market structures, particularly perfect competition, oligopoly, monopolistic competition, and monopoly ▪ Welfare theory ▪ Market failure and government interventions, including taxes, price ceilings, and price floors Macroeconomics: The macroeconomics component addresses aggregate economic phenomena such as inflation, economic growth, and unemployment. It analyzes the relationships between key macroeconomic variables and explores the impact of monetary and fiscal policy on economic indicators. The distinction is made between short-term (cyclical) developments with sticky prices and long-term (structural) developments with flexible prices. The macroeconomics section is structured as follows: ▪ The monetary system and measurement of inflation ▪ National accounts, gross domestic product (GDP), and economic growth ▪ Globalization and value chains ▪ Exchange rate regimes ▪ Saving, investment, and the financial system ▪ Banking system and control of the money supply ▪ Goods market and money market			

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	▪ IS-LM model ▪ Aggregate supply and aggregate demand ▪ Effects of monetary and fiscal policy in the short and long run
2	Learning outcomes Upon successful completion of the module, students will be able to: ▪ Analyze and interpret economic relationships based on established models. ▪ Apply the abstract reasoning skills acquired through micro-level analysis to higher levels of economic aggregation. ▪ Discuss the influence of legislation, central banks, and government on the economy. ▪ Identify interrelations within theoretical models and apply the insights gained to current economic policy contexts. ▪ Formulate a well-founded and nuanced personal opinion on current economic issues and argue their position convincingly in discussions with peers and other professionals.
3	Teaching and learning methods The module content is delivered through in-person sessions conducted in small groups. Lectures are held in an interactive format using PowerPoint presentations. In-class exercises are completed through collaborative group work. Participants are provided with lecture slides, including references to the relevant literature.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: <i>Business Mathematics</i> and <i>Statistics</i> modules

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Moderation & Presentation

Module code BA_WS25_BE2_e	Semester 2	Language English	ECTS credits 2	Workload 60 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam Presentation (approx. 15 min.)		Weight of the mark in the final grade 1.21 % with 6 semesters (180 ECTS credits) 1.03 % with 7 semesters (210 ECTS credits)
1	Content This module equips students with the necessary skills to deliver effective presentations in English within an international business context. Students expand their vocabulary of business-related English terms and strengthen their rhetorical abilities. Students practice describing organizations, processes, or structures – for example, by presenting a company to attract investors or introducing a product to potential buyers. The module concludes with the independent preparation and delivery of a presentation on a self-selected business topic. Topics are based on current economic events, such as investor pitches, sales presentations, or the presentation of business figures.			
2	Learning outcomes Upon successful completion of the module, students will have knowledge of how to prepare and deliver business presentations and how to present business topics in an international environment. They are able to deliver business presentations and actively participate in discussions on business-related issues. Students possess social competence that enables them to adapt to both the social and intercultural dimensions of their audience. Students develop the ability to independently structure a business presentation. They are also capable of conducting independent research to gather the necessary information.			
3	Teaching and learning methods The module content is delivered through in-person sessions in small groups. The lectures are designed to be interactive, incorporating discussions and practical exercises. Students are provided with the presentation slides used during the sessions, along with references to the relevant literature.			
4	Prerequisites for participation Formal requirements: Successful completion of the placement test or documented participation in preparatory courses, as specified in the admission regulations. Recommended prior knowledge: <i>Business Writing</i> module			

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Negotiation

Module code BA_WS25_BE3_e	Semester 3	Language English	ECTS credits 2	Workload 60 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam Oral exam (approx. 15 min.)		Weight of the mark in the final grade 1.21 % with 6 semesters (180 ECTS credits) 1.03 % with 7 semesters (210 ECTS credits)
1	Content Business success is largely based on negotiation, along with the resulting agreements and collaborations with third parties. This is part of everyday business – for example, in agreements between suppliers and customers, or between management and employees or external lenders. It also applies to resolving disputes in court, handling strike situations, facilitating mergers, and forming strategic alliances. The module therefore begins by introducing the fundamentals of negotiation and presenting various negotiation styles (e.g., attrition tactics, point-by-point negotiation, or the Harvard Method). Students then participate in-group exercises simulating real-world negotiations (e.g., strike situations, salary negotiations, purchasing real estate abroad, or setting performance objectives).			
2	Learning outcomes Upon successful completion of the module, students know how to prepare a negotiation based on the Harvard Method. They understand how to formulate persuasive and convincing arguments and counterarguments. They are familiar with the theory, processes, and techniques of negotiation, enabling them to negotiate effectively in a wide range of international settings. Students possess the skills to negotiate effectively, applying both traditional and modern negotiation techniques. They demonstrate social competence and the ability to adapt to the social and intercultural dimensions of their counterparts. Students are capable of independently structuring an effective negotiation and conducting independent research to obtain the necessary information.			
3	Teaching and learning methods The module content is delivered through in-person sessions in small groups. The lectures are interactive and include discussions, case studies, and exercises – often conducted in small-group formats. Students are provided with the presentation slides used during the sessions, along with references to the relevant literature.			

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4	Prerequisites for participation Formal requirements: Successful completion of the placement test or documented participation in preparatory courses, as specified in the admission regulations. Recommended prior knowledge: <i>Business Writing</i> and <i>Moderation & Presentation</i> modules
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Programming & Statistical Tools

Module code BA_WS25_ADS1_e	Semester 1	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Presentation (approx. 45 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content This module introduces students to various approaches for generating data-based outputs. It includes a hands-on introduction to programming with R or Python, focusing on syntax-driven methods, while also incorporating SPSS as a complementary, menu-based tool that enables more intuitive, shortcut-driven data analysis. Both approaches provide a step-by-step introduction to essential techniques for producing tabular and graphical outputs. A central component of the module is equipping students with the ability to extract insights and structure from large, unorganized datasets containing diverse variable types. Students develop an initial understanding of how to navigate and interpret complex data environments.			
2	Learning outcomes After successful completion of the module, students are able to: ▪ Create and interpret descriptive statistical output in various software packages ▪ Understand the differences between syntax- and menu-based statistical software and their respective advantages / disadvantages ▪ Use both graphical and tabular output to gain insights from raw or unorganized datasets ▪ Handle basic data-driven challenges ▪ Alter statistical outputs and choose appropriate means of presentation			
3	Teaching and learning methods The module is taught in on-campus lectures in small groups. The single units are designed to be interactive and include for example discussions, exercises, and group work. Business games and case studies are used to facilitate the transfer of theoretical concepts into real business contexts. Participants are provided with the lecture slides, including references to the relevant literature. If the number of participants is low, the module may be delivered entirely or partially in a synchronous digital format across campuses.			

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4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None
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Project Management | Projektmanagement

Module code BA_WS25_Skills3_e	Semester 2 or 3	Language English	ECTS credits 3	Workload 90 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Presentation (approx. 30 min.)		Weight of the mark in the final grade 1.82 % with 6 semesters (180 ECTS credits) 1.54 % with 7 semesters (210 ECTS credits)
1	Content The <i>Project Management</i> module provides students with the essential fundamentals of project management. The module consists of the following components: a) Introduction and theoretical foundations of project management (including definitions, objectives, significance, project phases, project life cycles – plan-driven and traditional vs. iterative and agile – success factors, and potential risks) b) Project initiation (including project charter with SMART goals, development of business cases including product vision, stakeholder analysis) c) Project planning for traditional/agile approaches (including Stacey matrix, work breakdown structure, timeline, Gantt chart, communication planning, risk analysis, product backlog and refinement, agile roadmap, and budget and resource planning) and preparation for project control (e.g. structuring, execution, and monitoring of personal and general project tasks, definition of control KPIs => project management plan) d) Team building and conflict management (including selection of team members, distribution of tasks and responsibilities using pull and push principles, motivation, leadership, development; also covering team building in virtual environments and intercultural contexts) e) Project implementation in traditional, agile, and hybrid project frameworks (creative techniques for developing new ideas and solving problems; measuring project progress, including project reports and presentations – e.g., reports, to-do lists, status, interim and final reports, and meetings)			
2	Learning outcomes Students are able to identify business contexts in which a project-based approach is more suitable for achieving objectives than alternative organizational forms. They are also capable of recommending an appropriate project life cycle – traditional, hybrid, or agile – using tools such as the Stacey Matrix to support their decision. For each approach, students are familiar with suitable project management tools for project control, team leadership, and decision-making. By working on assignments in teams, students further develop their personal and social competencies. They are able to engage in more goal-oriented communication with their peers in academic discussions.			

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3	Teaching and learning methods The module is delivered through on-campus lectures in small groups. These sessions are designed to be interactive and include elements such as discussions and practical exercises. Participants are provided with lecture slides, which include references to the relevant academic literature. To support the learning process, instructional videos are used to explain, reinforce, and illustrate key concepts through practical examples. Additionally, students have access to a range of written and audiovisual study materials, such as scripts, textbooks, and podcasts, along with exercises and review questions to support self-assessment and monitor learning progress.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: Basic knowledge of business administration (e.g. <i>Introduction to Business Administration</i> module)

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Scientific Methods | Wissenschaftliches Arbeiten

Module code BA_WS25_Skills2_e	Semester 2 or 3	Language English	ECTS credits 3	Workload 90 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Partial examinations during course		Weight of the mark in the final grade 1.82 % with 6 semesters (180 ECTS credits) 1.54 % with 7 semesters (210 ECTS credits)
1	Content The object of the module is to lay the foundations of autonomous scientific work. The module is divided into components, meaning it can also be conceived as a lecture series. The module covers the following components: ▪ Scientific theory (principles, basic pathways to knowledge, critical rationalism, theory-critical research approach), ▪ Operationalization of research questions, data collection methods, data interpretation, ▪ Basic economic theories (among them neoclassical concept, behavioral science approach, decision theory approach, management concepts, neo-institutional concept), ▪ Learning techniques and time management (including SQ3R, GTD, ALPEN, speed reading, GSP, Eisenhower Method, milestones principle, to-do lists), ▪ Creation of texts using argumentation techniques (including structure of outlines as well as logical argumentation), literature preparation and text analysis (including source referencing, discussion of conflictive opinions), ▪ Formal requirements of scientific work according to the ISM's Notes on Editing Written Papers (Formal Requirements), ▪ Literature research (including OPAC, WISO, Proquest, Statista as well as ISM library and major local libraries), ▪ Literature administration (Citavi).			
2	Learning outcomes Students possess a wide knowledge with respect to scientific theory and practical skills for the conception of scientific works. Students are able to prepare scientific work autonomously, formally and with argumentative confidence as well as to obtain and evaluate the necessary literature. They are able to apply methods of time management and learning techniques to successfully conclude scientific work. They can create written papers using text processing and literature administration programs.			

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3	Teaching and learning methods The module is delivered through on-campus lectures in small groups. These sessions are designed to be interactive and include elements such as discussions and practical exercises. Participants are provided with lecture slides, which include references to the relevant academic literature. To support the learning process, instructional videos are used to explain, reinforce, and illustrate key concepts through practical examples. Additionally, students have access to a range of written and audiovisual study materials, such as scripts, textbooks, and podcasts, along with exercises and review questions to support self-assessment and monitor learning progress.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None

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Self-Management & Leadership | Selbstmanagement & Mitarbeiterführung

(Elective module)

Module code	Semester	Language	ECTS credits	Workload
BA_WS25_FHR_e	5 or 6	English	5	150 hours
Intake	Duration	Type and duration of exam	Weight of the mark in the final grade	
Summer semester	1 semester	Written exam (120 min.)	3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)	
1	Content			
	The <i>Self-Management & Leadership</i> module provides a comprehensive overview of key aspects of leadership and addresses both theoretical foundations and their practical application. Students develop a deep understanding of the factors influencing effective leadership and acquire competencies in self-management, employee motivation, and the application of various leadership approaches. In addition to theoretical engagement, they have the opportunity to actively test leadership concepts and reflect on their own role as a leader. Through interactive exercises and practical case studies, the acquired knowledge is directly applied and deepened. The module consists of three key focus areas that together create a comprehensive understanding of the subject:			
	I. Perception, Self-Regulation & Communication (approx. 30%) Leadership begins with oneself. In this section, students learn how perception, communication, and self-regulation influence their ability to lead employees. Fundamental aspects of perception and potential distortions (e.g., halo effect, confirmation bias, attribution errors) are examined, as well as communication models, particularly the Four-Ears Model by Schulz von Thun, and their relevance to leadership roles. Additionally, the influence of personality on leadership behavior is reflected upon, with the Big Five model serving as a basis for personality analysis. The role of competencies in effective leadership is also discussed.			
	II. Fundamentals of Leadership & Employee Motivation (approx. 30%) Why do people follow a leader? This section examines the key factors of leadership, including the significance of power and influence, as well as different concepts of human nature that shape leadership behavior. The distinction between management and leadership is explored, alongside various approaches to employee motivation. Classical and modern concepts are covered, particularly content theories (e.g., Herzberg's Two-Factor Theory, Alderfer's ERG Theory, McClelland's Theory of Learned Needs) and process theories of motivation (e.g., Vroom's Expectancy Theory, Locke's Goal-Setting Theory), which are essential for successful leadership practice. Additionally, the role of intrinsic motivation is further explored, incorporating elements of Deci & Ryan's Self-Determination Theory and Csikszentmihalyi's Flow Theory.			
	III. Leadership Theories & Models (approx. 40%)			

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	Finally, core leadership theories and models are covered, providing various perspectives on effective leadership. From trait and behavioral theories to transformational and transactional leadership, as well as situational and agile leadership approaches, a broad spectrum of theoretical foundations is conveyed. Students critically engage with these approaches and reflect on their applicability in organizational contexts, considering the dynamics of modern organizations.
2	Learning outcomes Upon successful completion of the module, students will have acquired: ▪ Competence in Self-Management: They understand the importance of perception, self-regulation, and communication for leadership practice. They can recognize perception biases, reflect on their effects, and systematically develop their communication skills. Furthermore, they are capable of analyzing the influence of personality on leadership behavior and identifying relevant competencies for effective leadership. ▪ Understanding of Leadership Fundamentals & Motivation: Students are familiar with key concepts of power, concepts of human nature, and the distinction between management and leadership. They have knowledge of fundamental motivation theories and can evaluate the significance of intrinsic and extrinsic motivation for leadership practice. Moreover, they can critically reflect on the application of motivation theories to real leadership situations. ▪ Knowledge of Leadership Theories & Models: Students understand and can apply key leadership theories, including trait and behavioral theories, transformational and transactional leadership, as well as situational and agile leadership approaches. They can evaluate the strengths and weaknesses of different models in various organizational contexts. Additionally, they develop initial approaches to their own leadership behavior and recognize preferences for different leadership styles, allowing them to consciously shape their future role as a leader.
3	Teaching and learning methods The module content is delivered through in-person sessions in small groups. The lectures are designed to be interactive, incorporating discussions and exercises. Case studies and practical scenarios are used to facilitate the transfer of theoretical concepts into real business contexts. Additionally, digital tools are utilized to conduct quizzes and surveys that assess students' understanding and enhance engagement. Participants are provided with lecture slides, including references to the relevant literature.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: <i>HR, Organization & Change</i> module

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Statistics | Statistik

Module code BA_WS25_Stat_e	Semester 2	Language English	ECTS credits 5	Workload 150 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content <i>Statistics</i> provides methods for the structured presentation, analysis and interpretation of economic relationships. Descriptive statistics familiarizes students with the relevant scale levels. Depending on different types of data, the standard set of statistical indicators is developed and the respective fields of application are discussed using practical examples. Inductive statistics introduces test theory and develops the basic correlation and difference tests. The following topics are covered in detail, each with economic applications: ▪ Key statistical figures ▪ Distributions ▪ Probability ▪ Test theory ▪ Measures of association ▪ Distribution tests ▪ Difference tests ▪ Linear regression			
2	Learning outcomes Students have basic statistical knowledge, which is essential for understanding the business administration and economics lectures in their further studies as well as for later professional practice. Depending on the problem situation and the data situation, they are able to independently select suitable statistical methods and assess their usefulness for the problem. They can apply the selected methods and procedures professionally and appropriately, evaluate them and interpret the results. They are able to answer practice-relevant questions independently. Students will be able to familiarize themselves independently with further topics using additional literature and e-learning opportunities, depending on their future needs.			
3	Teaching and learning methods The module content is taught in small groups. The module is designed to be interactive. Exercises are carried out. The lecture is accompanied by a tutorial in which students carry out exercises.			

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	Participants are provided with lecture slides, including references to the relevant literature. To convey the module content, learning videos are provided that explain and deepen the content and illustrate it with examples. Written and audiovisual study materials (scripts, textbooks, podcasts), as well as exercises and review questions to monitor learning progress are also provided.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None

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Strategic Management | Strategisches Management

Module code BA_WS25_StM_e	Semester 5 or 6	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)
1	Content The module <i>Strategic Management</i> provides a holistic and integrative perspective on corporate value creation by addressing the fundamentals of corporate management and the core elements of strategic management. Students will develop an understanding of the interconnections between strategic management, leadership and motivation, as well as innovation and growth management, alongside the opportunities and limitations of digital transformation. The aim of the module is to equip students with essential knowledge of corporate management and to ensure a unified understanding of the core principles of modern management. Both theoretical and analytical-methodological foundations of management are covered. The module begins with an overview of the history and theory of strategic management, which is then reflected upon in practical contexts using case studies such as Microsoft. The lecture then focuses on tools for strategic analysis and strategy development, including gap analysis, SWOT analysis, industry structure analysis, portfolio theory (e.g., BCG and McKinsey matrices), 7S analysis, generic competitive strategies, Blue Ocean Strategy, and internal and external growth strategies. The use and relevance of these tools are explored as part of a typical strategy development process and practiced through case studies. A particular emphasis is placed on addressing the challenges of digitalization. In this context, the module offers a compact overview of the most relevant current strategy tools and provides guidance for their selection, design, and implementation. Tools such as corporate venturing, lean start-up, agile management, intrapreneurship, and design thinking are presented through practical examples and linked to overarching corporate strategy. The module also focuses on the role of strategic management in international business environments and on recent developments in corporate ecosystems, placing emphasis on new methods, theoretical frameworks, international industry perspectives, and case studies. The goal is to learn from a wide range of international and innovative entrepreneurial ecosystems. Particular attention is given to the integration of ecological, social, and economic dimensions into corporate strategy. The module addresses methods for reducing environmental impacts, ethical business practices, and long-term value creation. Sustainability and social entrepreneurship are highlighted as essential to safeguarding resources for future generations and enhancing corporate resilience to environmental and social challenges.			

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	The module provides students with both the most relevant and up-to-date theoretical concepts and the ability to apply these concepts to real-world cases. All areas of the module involve a strong practical component, with exercises and case studies to be completed individually or in small groups. At the same time, the module aims to foster awareness of the interconnectedness of business disciplines as a foundation for sound managerial decision-making.
2	Learning outcomes Students understand the key steps of the strategy process, including both established and emerging tools. They are able to explain a company's strategy process and to select and apply the appropriate instruments according to the specific problem at hand. In real-world case scenarios, they are able to identify inherent challenges and are familiar with applicable models and tools for decision-making and the implementation of strategic measures. Through case studies, personal competencies are broadly developed. In the case studies, which are primarily conducted as group work, students strengthen their social, leadership, and conflict resolution skills. In addition, students reflect on and enhance their own personal competencies in leadership development, with support and guidance provided for further growth.
3	Teaching and learning methods The module content is delivered through in-person sessions conducted in small groups. Within an active, student-centered learning approach, a mix of various pedagogical techniques is employed, including self-study, reflections, case studies and case study analysis, discussions, presentations, group work, and lectures. The module combines conceptual and experiential approaches. It includes lectures, action-based learning, problem-based and project-based learning, challenge-based learning, presentations, and collaborative group work. Guest lecturers from among ISM alumni, corporate partners, and academic faculty may contribute to the module. This may also include international virtual lectures. Participants are provided with lecture slides, including references to the relevant literature.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None

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Study Abroad 1 | Auslandsstudium 1

Module code BA_WS25_AS1_e	Semester 4	Language Depending on partner university	ECTS credits 25	Workload 750 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam Depending on partner university		Weight of the mark in the final grade 15.15 % with 6 semesters (180 ECTS credits) 12.82 % with 7 semesters (210 ECTS credits)
1	Content The content of the <i>Study Abroad 1</i> module is defined in an individual learning agreement, established jointly by the partner university, ISM, and the student. The semester abroad significantly contributes to both the academic (subject-specific and interdisciplinary) and personal development of students. By selecting appropriate modules, students can tailor the semester to reflect their individual interests and deepen their chosen area of specialization. From a curricular perspective, at least 50% of the courses must be subject-specific. In line with the concept of a “studium generale”, up to 50% of the courses may be freely chosen. This structure enables students, especially those transitioning from basic studies to specialization, to explore subjects within their specialization, related disciplines, or general business administration, according to their personal academic goals. The subject-specific content may include one of the following areas: ▪ Data Science ▪ Data Analytics ▪ Empirical Economics			
2	Learning outcomes The semester abroad significantly enhances students’ academic and personal development. Upon successful completion of the module, students possess the social and intercultural competencies required to discuss subject-related issues in an international context, independently develop solutions, and present and defend these in front of experts from diverse cultural backgrounds. The module fosters student autonomy and initiative. Students learn to engage independently with new subject matter and didactic approaches specific to the host culture. They are able to define, critically assess, and adapt learning and working processes to suit their individual goals and needs. Furthermore, students present academic work in a foreign language and collaborate in teams with both local and international peers. As a result, they gain the ability to communicate and operate effectively in a foreign language, particularly in specialized academic and professional contexts. In addition, students develop heightened sensitivity to intercultural differences and their relevance in collaborative settings.			

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	Students set personal priorities and deepen their specialized knowledge through appropriate electives. Students have gained further knowledge in their subject specialization through corresponding elective modules.
3	Teaching and learning methods Subject to the teaching and learning methods of the respective partner university.
4	Prerequisites for participation See examination regulations

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Study Abroad 2 | Auslandsstudium 2

Module code BA_WS25_AS2_e	Semester 7	Language Depending on partner university	ECTS credits 30	Workload 900 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam Depending on partner university		Weight of the mark in the final grade 15.38 % with 7 semesters (210 ECTS credits)
1	Content The content of the <i>Study Abroad 2</i> module is defined in an individual learning agreement, established in coordination between the partner university, ISM, and the student. At least 50% of the courses must be subject-specific, while up to 50% may be freely chosen, in accordance with the studium generale approach. As students near the end of their bachelor’s program, this module offers the opportunity to further specialize or to deepen their knowledge in related disciplines or ABWL modules, based on individual academic interests. Subject-specific content may include areas such as: ▪ Data Science ▪ Data Analytics ▪ Empirical Economics			
2	Learning outcomes During the second semester abroad, students gain valuable international experience in non-European cultures that differ significantly from the German context, thereby deepening their intercultural competencies. As part of this experience, students are often required to adapt and refine their social skills in response to the cultural norms and expectations of their host country. This cultural adjustment fosters personal growth and contributes to increased open-mindedness, adaptability, and resilience. As in the <i>Study Abroad 1</i> module, students present academic work in a foreign language and collaborate with both domestic and international peers, further strengthening their language proficiency and teamwork skills in multicultural settings. The second semester abroad also requires a high degree of student initiative. Upon successful completion, students are able to engage independently with new subject matter and didactic approaches within the host culture. They are capable of defining, evaluating, and adapting learning and working processes according to their individual goals and needs. In addition, students enhance their scientific, methodological, and subject-specific competencies in an international context. By completing two semesters abroad, they acquire a well-rounded, globally oriented skill set and specialist knowledge that are highly valued by employers seeking candidates for international management roles. Students set personal priorities and deepen their specialized knowledge through appropriate electives. Students have gained further knowledge in their subject specialization through corresponding elective modules.			

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3	Teaching and learning methods Subject to the teaching and learning methods of the respective partner university.
4	Prerequisites for participation See examination regulations

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Sustainability Management & Business Ethics | Nachhaltigkeitsmanagement & Wirtschaftsethik

Module code	Semester	Language	ECTS credits	Workload
BA_WS25_NaM_e	5 or 6	English	5	150 hours
Intake	Duration	Type and duration of exam	Weight of the mark in the final grade	
Winter semester	1 semester	Paper presentation. The paper presentation consists of a term paper (approx, 2,700 words) and a presentation (approx. 30 min.)	3.03 % with 6 semesters (180 ECTS credits) 2.56 % with 7 semesters (210 ECTS credits)	

1	Content The <i>Sustainability Management & Business Ethics</i> module offers a comprehensive introduction to the core topics of sustainability and business ethics. It begins with a problem-oriented introduction to the foundations of sustainability. This is followed by a discussion of ecological, social, and economic challenges, including the principles of ecosystems, the Anthropocene era, the transgression of planetary boundaries, and the impacts of climate change. The module also addresses the various effects of climate change, intra- and intergenerational justice, the “tragedy of the commons,” economic growth, and the resilience of a global economy in times of crisis. The module further explores the historical development of the sustainability discourse, from its origins to the global environmental movement, along with current developments in the field of sustainability. It introduces the fundamentals of classical environmental economics, which deals with the economic aspects of environmental issues, as well as welfare economics and ecological economics, both of which are examined in detail in terms of their relevance to sustainability. Another focus is on the foundations of ethics and business ethics, including stakeholder theory and corporate social responsibility (CSR). Various ethical theoretical and practical models will be discussed and applied to real-world cases. The module also presents the national and international legal frameworks relevant to sustainability. In the section on corporate sustainability and management systems, the role of companies in advancing sustainability is discussed, including various sustainability models and the Sustainable Development Goals (SDGs). Management systems such as EMAS, ISO 14001, and ISO 26000 are also covered. The importance of sustainability reporting, its legal frameworks (e.g. the EU Taxonomy, CSRD and others), different reporting formats, and tools for evaluating sustainability criteria are further central topics. Various strategies for implementing sustainability in companies are introduced, including sustainability business cases, sustainable business models, and corporate sustainability strategies. Finally, the module addresses critiques of current sustainability concepts, including the limits to growth in contrast to green growth, and the ideas of degrowth and post-growth econom-
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	ics. The aim of this module is to comprehensively prepare students for responsible and sustainable corporate leadership by equipping them with the necessary theoretical foundations, critical reasoning and practical skills.
2	Learning outcomes Upon successful completion of the module, students ▪ Gained an understanding and explanation of the fundamental concepts of sustainability, including its ecological, social, and economic dimensions. ▪ Are able to apply digital tools and systems for sustainability reporting according to European and global standards, as well as to implement management systems of sustainability. ▪ Can analyze and discuss of the relevance of the UN Sustainable Development Goals (SDGs) and know about the necessity of international cooperation and global standards. ▪ Gained knowledge of ethics and business ethics, including stakeholder theory and corporate social responsibility (CSR), with consideration of international perspectives. ▪ Are able to development and evaluate sustainability strategies and business models for corporate sustainability. ▪ Can critically engage with current sustainability concepts and their limitations, including the debate between growth and post-growth economics.
3	Teaching and learning methods The module content is delivered through in-person sessions in small groups, supplemented by online components for self-directed learning. This creates a comprehensive blended learning environment that combines in-person interaction with self-directed learning elements. All materials are accessible via an online learning platform. To support the delivery of content, learning videos are provided to explain, deepen, and illustrate the material with examples. These are complemented by written and audiovisual study materials (scripts, textbooks, podcasts), as well as exercises and review questions for monitoring learning progress.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None