**Legally not binding informal translation of the first amendment/Änderungssatzung of the Master of Digital Transformation Management Program Regulations**

**Regulations of the Departments of Economics of Johann Wolfgang Goethe University for the Continuing Education Program "Master of Digital Transformation Management" with the Degree "Master of Business Administration (MBA)" dated June 14, 2017**

**Here: First amendment**

**Approved by the Presidium of the University at the meeting of August 24, 2021**

Based on §§ 20, 44 para. 1 No. 1 Hessian University Act in the version of December 14, 2009, last amended by law on June 24, 2020, the departmental councils of the Department of Economics and Biochemistry, Chemistry and Pharmacy of the Johann Wolfgang Goethe University Frankfurt am Main have decided on June 14, 2021, the following amendment to the regulations for the continuing education program "Master of Pharma Business Administration" with the degree "Master of Business Administration" of June 20, 2016, as amended on March 2, 2017. This amendment was approved by the Presidential Board of Johann Wolfgang Goethe University in accordance with Section 37 (5) of the Hessian Higher Education Act on August 24, 2021. It is hereby announced.

1. § 9 is amended as follows:
    a) Section 3 is revised to read as follows:

„ (3) The master's program Master of Digital Transformation Management is divided into a basic, specialization and final."
    b) In section 5 the study structure is reworded as follows:

| | Compulsory (PF)/ Elective (WP) | Credit points (CP) |
|---|---|---|
| **Basic phase** | | **35** |
| Strategic Management & Organizational Change | PF | 5 |
| Orgnizational Behavior | PF | 5 |
| Corporate Finance | PF | 5 |
| Managerial Accounting & Controlling | PF | 5 |
| Ethics in Business | PF | 5 |
| Digital Leadership | PF | 5 |
| Digital Marketing | PF | 5 |
| **Specialization phase** | | **30** |
| Elective module 1 | WP | 5 |
| Elective module 2 | WP | 5 |
| Elective module 3 | WP | 5 |
| Elective module 4 | WP | 5 |
| Elective module 5 | WP | 5 |
| Elective module 6 | WP | 5 |
| **Closing phase** | | **25** |
| Seminar "Scientific Methods for Research & Writing | PF | 5 |
| Master thesis | PF | 20 |
| **Total** | | **90** |

1. Appendix 2: Exemplary Plan of Study is revised to read as follows:

| Subject Semester | Event title | Organizer - Form1 | Duration (SWS) | Duration (CP) | Acronym |
|---|---|---|---|---|---|
| | **Basic phase** | | | | |
| 1. | Strategic Management & Corporate Development | V, Ü | 2 | 5 | SMCD |
| 1. | Organizational Behavior | V, Ü | 2 | 5 | ORBE |
| 1. | Corporate Finance | V, Ü | 2 | 5 | COFI |
| 1. | Managerial Accountig & Controlling | V, Ü | 2 | 5 | MACS |
| 1./2. | Ethics in Business (Part 1 or Part 2) | V | 2 | 5 | ETBU |
| 2. | Digital Leadership | V, Ü | 2 | 5 | DILE |
| 2. | Digital Marketing | V, Ü | 2 | 5 | DIMA |
| | **Total SWS or CP** | | **14** | **350** | |
| | **Specialization phase** | | | | |
| 2. | Elective module 1 | V, Ü | 2 | 5 | WP1 |
| 2. | Elective module 2 | V, Ü | 2 | 5 | WP2 |
| 3. | Elective module 3 | V, Ü | 2 | 5 | WP3 |
| 3. | Elective module 4 | V, Ü | 2 | 5 | WP4 |
| 3. | Elective module 5 | V, Ü | | | WP5 |
| 3. | Elective module 6 | V, Ü | | | WP6 |
| | **Total SWS or CP** | | **12** | **30** | |
| | **Closing phase** | | | | |
| 3./4. | Seminar "Scientific Methods for Research & Writing" (Part 1 and Part 2 respectively) | S | 2 | 5 | SMRW |
| 4. | Master thesis | | - | 20 | MA |
| | **Total SWS or CP** | | **2** | **25** | |
| | **Total 1st-4th sem.** | | **28** | **90** | |

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[1] Abbreviations used: S = seminar; Ü = exercise; V = lecture.

2. Appendix 3: Module Descriptions is amended as follows:

a) The module: Ethics in Business (ETBU) is newly added and receives the following module description:

| | |
|---|---|
| **Module name:** Ethics in Business (ETBU)<br>**Type of module:** Mandatory module basic phase (5 CP) | |
| 1. Contents: | |
| The module provides basic knowledge in the area of ethical values in an increasingly digital business world and society characterized by technological progress.<br><br>Part 1 discusses fundamental ethical value concepts and their applicability in digital areas. In particular, a distinction is made between intrinsic and extrinsic values and their significance for innovations is elaborated. In particular, it will be discussed how ethical ways of thinking can be integrated into product/system development through ethical system development according to Spiekermann. In addition, specific cases in the area of project planning are discussed, which affect ethical decisions in the area of security, integrity and data protection.<br><br>In Part 2, ethical issues in the area of "digital society" such as AI applications in recruitment and human resources, algorithmic bias, digital discrimination, and the need for a diversity-conscious management approach will be discussed. The students will work on certain selected topics - according to their focus of study - and prepare them accordingly for a presentation followed by a group discussion. | |
| 2. Learning Outcomes/Competency Objectives: | |
| • Upon completion of this course, students will be able to:<br>• Identify and evaluate ethical values and conflict potential in various business scenarios and real-world cases;<br>• ethically guide digital strategies and product development using the Ethical System Development Life Cycle (E- SDLC), and the students will<br>• know the meaning and areas of application of diversity management. | |
| 3. Participation requirements: | |
| None | |
| 4. Possible forms of teaching and learning: | |
| Lecture | |
| 5. Course Credits: | |
| Prerequisite for admission to the module examination may be the submission of ungraded performance records (short written papers or short presentations or the completion of exercises). If the module examination is made up of two partial performances, no ungraded performance records need to be submitted. | |
| 6. Module Exam: | Form/Duration |
| Module final examination consisting of: | Term paper (10-15 pages) or presentation (approx. 15 minutes), each in Part 2, **or term** paper (max. 7 pages) in Part 1 and presentation (approx. 10 minutes) in Part 2 of the module. |
| 7. Module Grade: | |
| If the module examination consists of a term paper and a presentation, the module grade will be made up of 50% term paper and 50% presentation. | |

b) The module description for the module: Strategic Management & Corporate Development (SMCD) is revised as follows:

| Module name: Strategic Management & Corporate Development (SMCD) | |
|---|---|
| Type of module: Mandatory module basic phase (5 CP) | |
| 1. | Contents: |
| | This module introduces concepts of strategic analysis and strategy development. Starting from the basic concept of strategy and the definition and role of corporate strategy, different instruments of strategic analysis are addressed. Among others, the following topics will be covered: <br> • Corporate goals and vision <br> • Industry Analysis <br> • Capability and resource analysis <br> • Cost leadership <br> • Internal vs. external growth through strategic alliances, and mergers & acquisitions <br> • Implementation of Corporate strategies <br> • Business models |
| 2. | Learning Outcomes/Competency Objectives: |
| | The module creates a common foundation for students in the field of strategy in the digital age. <br> Students should <br> • - become familiar with basic methods, models and results of strategy research; <br> • - understand the basic principles and instruments of strategic management incl. business models; <br> • - gain in-depth knowledge in the area of strategy formulation and implementation; <br> • - be enabled to develop and responsibly implement the strategy for a company. |
| 3. | Participation requirements: |
| | None |
| 4. | Possible forms of teaching and learning: |
| | Lecture and exercise. |
| 5. | Course Credits: |
| | Prerequisite for admission to the module examination may be the submission of ungraded performance records (short written papers or short presentations or the completion of exercises). If the module examination consists of two partial performances, no ungraded performance records need to be submitted. |
| 6. | Module Exam: |
| | The format of the module final examination is determined by the course director at the beginning of the course. |
| | Module final examination consisting of:     Presentation (approx. 15 minutes) **or term** paper (10-15 pages) **or** written exam (60 minutes) and term paper (max. 7 pages). |
| 7. | Module Grade: |
| | If the module examination consists of a written exam and a term paper, the module grade is calculated from 50% written exam and 50% term paper. |

c) The module description for the module: Organizational Behavior (ORBE) is revised as follows:

| | |
|---|---|
| **Module Name**: Organizational Behavior (ORBE) | |
| **Type of module**: Mandatory module basic phase (5 CP) | |

| 1. | Contents: |
|---|---|
| | The course is divided into several parts: the employee as a basic building block of economic organizations, behavior in organizations and the importance of motivation. Starting from the employee as a basic building block of organizations, the individual differences between employees are considered in relation to work context and work motivation. At the individual level, it is about how managers make optimal decisions that are fraught with risk and based on incomplete information. At the group level, the focus is on employee leadership, the successful management of teams, and the role of social norms and "peer effects" in the workplace. Finally, at the organizational level, topics such as change and culture are addressed. Throughout, new requirements due to changing environmental conditions (e.g. globalization and diversity, digitalization, virtual collaboration, requirements for corporate social responsibility) are addressed. |

| 2. | Learning Outcomes/Competency Objectives: |
|---|---|
| | In the module "Organizational Behavior", the most important basics in the field of organization and Staff summarized. The aim is to provide students |
| | • Identify the essential elements of the motivation problem and its solution. |
| | • Communicate key management concepts and how they relate to organizational behavior |
| | In addition, students should |
| | • Develop the ability to apply management concepts in various organizational contexts . (especially in view of globalization and digitalization); |
| | • - learn to analyze decision-making problems in companies and labor relations; |
| | • - learn to structure typical management problems and design possible strategies to solve them. |
| | • A framework will be jointly developed to help students uncover typical pitfalls and develop strategies for making better decisions. |

| 3. | Participation requirements: |
|---|---|
| | None |

| 4. | Possible forms of teaching and learning: |
|---|---|
| | Lecture and exercise. |

| 5. | Course Credits: |
|---|---|
| | Prerequisite for admission to the module examination may be the submission of ungraded performance records (short written papers or short presentations or the completion of exercises). If the module examination consists of two partial performances, no ungraded performance records need to be submitted. |

| 6. | Module Exam: |
|---|---|
| | The format of the module final examination is determined by the course director at the beginning of the course. |
| Module final examination consisting of | Written exam (90 minutes) **or** term paper (10-15 pages) **or** written exam (60 minutes) and term paper (max. 7 pages). |

| 7. | Module Grade: |
|---|---|
| | If the module examination consists of a written exam and a term paper, the module grade is calculated from 50% written exam and 50% term paper. |

d)  The module description for the module: Corporate Finance (COFI) is revised as follows:

| | |
|---|---|
| **Module name**: Corporate Finance (COFI) | |
| **Type of module**: Mandatory module basic phase (5 CP) | |
| 1. | Contents: |
| | This module discusses institutional and methodological aspects that are essential for understanding advanced problems in the field of corporate finance are required. Participants will become familiar with the basic concepts of evaluating investments and financing of pharmaceutical companies. This is done by taking into account all ethically relevant aspects of the course content and with a special focus on the application of ethically justifiable options for action in the practical implementation of what has been learned. A basic understanding of interest rate, risk, diversification, market equilibrium price and capital structure trade-offs according to modern finance theory will be provided. These are in particular <br><br> • Financial instruments: debt, equity, convertible, leasing <br> • Financial strategies: leverage, payout policy <br> • NPV (net present value), including the value of tax shields. <br> • Valuation under uncertainty (WACC, CAPM), real options |
| 2. | Learning Outcomes/Competency Objectives: |
| | The students <br> • receive an overview of modern financial market theory; <br> • will be equipped with the main conceptual tools in the field of finance necessary for understanding problems of corporate finance and valuation; <br> • acquire competences for the development of solution concepts for exercise tasks within the framework of the exercise. |
| 3. | Participation requirements: |
| | None |
| 4. | Possible forms of teaching and learning: |
| | Lecture and exercise. |
| 5. | Course Credits: |
| | The prerequisite for admission to the module examination may be the submission of ungraded performance records (short written papers or short presentations or the completion of exercises for the tutorial. If the module examination consists of two partial performances, no ungraded performance records need to be submitted. |
| 6. | Module Exam: |
| | The format of the module final examination is determined by the course director at the beginning of the course. |
| | Module final examination consisting of:     Written exam (90 minutes) **or** term paper (10-15 pages) **or** written exam (60 minutes) and term paper (max. 7 pages). |
| 7. | Module Grade: |
| | If the module examination consists of a written exam and a term paper, the module grade is calculated from 50% written exam and 50% term paper. |

e) The module description for the module: Managerial Accounting & Controlling (MACC) is revised as follows:

| **Module name**: Managerial Accounting & Controlling (MACC) | |
|---|---|
| **Type of module**: Mandatory module basic phase (5 CP) | |
| 1. Contents: | |
| • Discussion of various concepts of cost accounting relevant to the IT sector.<br>• Application of information in various controlling instruments, including budgeting, break-even analysis, transfer prices<br>• Identification and use of decision-supporting information Identification and use of decision-influencing information in the context of performance measures and key performance indicators. | |
| 2. Learning Outcomes/Competency Objectives: | |
| Students learn<br>• Apply cost accounting methods and estimate the value of information;<br>• Use cost information to make operational and strategic decisions;<br>• To understand areas of responsibility as organizational units for outcome controls;<br>• Select the right financial metrics (e.g. ROCE, EVA) either in isolation or in combination with other, non-financial indicators (e.g. balanced scorecard, corporate social responsibility metrics);<br>• Implement performance measures in employee compensation to induce action congruent with corporate goals.<br>In addition, students acquire skills in the development of solution concepts for exercises and learn to present them in English. | |
| 3. Participation requirements: | |
| None | |
| 4. Possible forms of teaching and learning: | |
| Lecture and exercise. | |
| 5. Course Credits: | |
| Prerequisite for admission to the module examination may be the submission of ungraded performance records (short written papers or short presentations or the completion of exercises). If the module examination consists of two partial performances, no ungraded performance records need to be submitted. | |
| 6. Module Exam: | |
| The format of the module final examination is determined by the course director at the beginning of the course. | |
| Module final examination consisting of | Written exam (90 minutes) **or** term paper (10-15 pages) **or** written exam (60 minutes) and term paper (max. 7 pages). |
| 7. Module Grade: | |
| If the module examination consists of a written exam and a term paper, the module grade is calculated from 50% written exam and 50% term paper. | |

f)    The module description for the module: Digital Leadership (DILE) is revised as follows:

| **Module name**: Digital Leadership (DILE) | |
|---|---|
| **Type of module**: Mandatory module basic phase (5 CP) | |
| 1.   Contents: | |
| Digital transformation is about much more than just using new technologies. In a highly dynamic and increasingly complex environment, one of the things that is changing is the way successful leadership is conducted. The module "Digital Leadership" uses management concepts, scientific findings and practical examples to explain why and how leadership in a digital world must change and provides tools for adapting one's own leadership accordingly. Leadership includes the management of companies, employee teams and individual employees. The following topics are covered, among others: <br> • - Necessity of adapting leadership in the digital age <br> • - Characteristics of adequate leadership in the digital age <br> • - Challenges and questions of leadership of companies, teams and employees <br> • - Approaches and instruments of adequate leadership in the digital age. | |
| 2.   Learning Outcomes/Competency Objectives: | |
| The students <br> • gain advanced knowledge about the leadership of companies, teams and employees in the context of digitalization; <br> • learn what constitutes good leadership (incl. decision-making processes, motivation and communication) and a good leader in the digital age; <br> • are able to critically assess modern leadership tools, select them appropriately for the situation and use them in a goal-oriented manner; <br> • learn to apply different leadership styles in different leadership situations. | |
| 3.   Participation requirements: | |
| Participation in the module requires the successful completion of the module examinations of at least three of the compulsory modules of the first semester recommended according to the study plan (Annex 2). | |
| 4.   Possible forms of teaching and learning: | |
| Lecture and exercise. | |
| 5.   Course Credits: | |
| Prerequisite for admission to the module examination may be the submission of ungraded performance records (short written papers or short presentations or the completion of exercises). If the module examination consists of two partial performances, no ungraded performance records need to be submitted. | |
| 6.   Module Exam: | |
| The format of the module final examination is determined by the course director at the beginning of the course. | |
| Module final examination consisting of: | Written exam (90 minutes) **or** term paper (10-15 pages) **or** written exam (60 minutes) and term paper (max. 7 pages). |
| 7.   Module Grade: | |
| If the module examination consists of a written exam and a term paper, the module grade is calculated from 50% written exam and 50% term paper. | |

g) The module description for the module: Digital Marketing (DIMA) is revised as follows:

| **Module name**: Digital Marketing (DIMA) | |
|---|---|
| **Type of module**: Mandatory module basic phase (5 CP) | |
| 1. Contents: | |
| This module covers the basics of the Internet and digital marketing on the basis of case studies, among other things. The module then goes into greater depth on questions of online advertising, how search engines work and how to optimize them. The module is taught with the inclusion of ethically relevant aspects of the course content. Topics covered include in particular:<br>• - Technical drivers<br>• - Economic drivers<br>• - Online advertising<br>• - Viral marketing<br>• - Affiliate marketing<br>• - Search engine marketing and search engine optimization<br>• - Social Media<br>• - Online Social Networks<br>• - recommendation systems<br>• - Digital Pricing | |
| 2. Learning Outcomes/Competency Objectives: | |
| Students learn to<br>• understand the principles of digital markets and the Internet from a theoretical and application-oriented perspective;<br>• to recognize the interplay of technology and economic drivers and to be able to derive management implications from this;<br>• to be able to apply the most important marketing tools in the online sector;<br>• be able to classify essential strategies for success in the online sector;<br>• better assess the potential of Internet-based business ideas and implement them in a target-oriented manner. | |
| 3. Participation requirements: | |
| Participation in the module requires the successful completion of the module examinations of at least three of the compulsory modules of the first semester recommended according to the study plan (Annex 2).None | |
| 4. Possible forms of teaching and learning: | |
| Lecture and exercise. | |
| 5. Course Credits: | |
| Prerequisite for admission to the module examination may be the submission of ungraded performance records (short written papers or short presentations or the completion of exercises). If the module examination consists of two partial performances, no ungraded performance records need to be submitted. | |
| 6. Module Exam: | |
| The format of the module final examination is determined by the course director at the beginning of the course. | |
| Module final examination consisting of | Written exam (90 minutes) **or** term paper (10-15 pages) **or** written exam (60 minutes) and term paper (max. 7 pages). |
| 7. Module Grade: | |
| If the module examination consists of a written exam and a term paper, the module grade is calculated from 50% written exam and 50% term paper. | |

h) The module description for the module: Elective 1-4 (WP1-4) is revised as follows:

| **Module name**: Elective Module 1-6 (WP 1-WP6) | |
|---|---|
| **Type of module**: Mandatory module specialization phase (5 CP) | |
| 1. Contents: | |
| As part of the specialization area, students are required to take a total of six elective modules, such as:<br>• Digital Success Stories & Disruptive Technologies<br>• Data Science & Business Analytics<br>• Data Security & Compliance<br>• Smart Industry & Digital Trends<br>• Digital Transformation & Project Management<br>• Digital Innovation & Incubation<br>• Digitalization in Finance (FinTech, Insurance Tech, RegTech)<br>• Digital Process Management<br>• Digital Business Models & Architectures<br><br>The number and type of topics offered in the elective modules may change. Please refer to the module handbook for details. | |
| 2. Learning Outcomes/Competency Objectives: | |
| The students<br>• - acquire content-related and methodological competencies from the main areas of study;<br>• - learn detailed knowledge and methods of selected areas, which allow them to focus on the content;<br>• - gain insight into concrete areas of application;<br>• - acquire practical skills relevant to the job market;<br>• - acquire competences for the development of solution concepts for exercise tasks within the framework of the exercise. | |
| 3. Participation requirements: | |
| Participation in the elective modules 1 and 2 requires successful participation in at least three of the modules recommended according to the study plan (Appendix 2) from the 1st semester, participation in the elective modules 3 to 6 furthermore requires successful participation in at least three of the modules recommended according to the study plan (Appendix 2) from the 2nd semester. | |
| 4. Possible forms of teaching and learning: | |
| Lecture and exercise. | |
| 5. Course Credits: | |
| Prerequisite for admission to the module examination may be the submission of ungraded performance records (short written papers or short presentations or the completion of exercises). If the module examination consists of two partial performances, no ungraded performance records need to be submitted. | |
| 6. Module Exam: | |
| The format of the module final examination is determined by the course director at the beginning of the course. | |
| Module final examination consisting of | Written exam (90 minutes) **or** term paper (10-15 pages) **or** written exam (60 minutes) and term paper (max. 7 pages). |
| 7. Module Grade: | |
| If the module examination consists of a written exam and a term paper, the module grade is calculated from 50% written exam and 50% term paper. | |

i) The module description for the module: Seminar for Scientific Writing & Research (SMWR) is revised as follows:

| Module name: Seminar Scientific Methods for Research & Writing (SMRW) | |
|---|---|
| Type of module: Mandatory module Final phase (5 CP) | |
| **1. Contents:** | |
| The module offers students an introduction to scientific work (literature search, use of literature in their own work, etc.) in the management and IT or digital context. Current research topics from the field of management in the IT industry are discussed and elaborated against the background of the challenges of digital transformation. The focus is on the development of scientific papers. In particular, suitable research designs for empirical work are discussed. The module therefore offers ideal preparation for master's theses. After the introduction to scientific work (part 1), the results of their scientific work are to be presented by the students (part 2). | |
| **2. Learning Outcomes/Competency Objectives:** | |
| The core objectives lie in the following areas: | |
| • - Students learn to work scientifically on a topic, incorporating both management and IT or digital-specific content. | |
| • - Students understand how scientific work is structured in an interdisciplinary context. | |
| • - Students understand how master's theses should be structured and carried out against the background of the inclusion of practice-related management and IT-relevant aspects. | |
| **3. Participation requirements:** | |
| Participation in the module requires the successful completion of the module examinations of the compulsory modules and elective modules of the first two semesters recommended according to the study plan (Appendix 2). | |
| **4. Possible forms of teaching and learning:** | |
| Seminar | |
| **5. Course Credits:** | |
| Prerequisite for admission to the module examination is regular participation (proof of attendance). | |
| **6. Module Exam:** | |
| Module final examination consisting | Presentation (approx. 15 minutes) |
| **7. Module Grade:** | |
| The evaluation is done with "pass" or "fail". | |

j) The module description for the module: Master Thesis (MA) is revised as follows:

| | |
|---|---|
| **Module name: Master Thesis (MA)** <br> **Type of module: Mandatory module Final phase (20 CP)** | |
| **1.** | **Contents:** |
| | Topics from the focus on management and IT or digital transformation - usually from a superordinate practice-relevant question. |
| **2.** | **Learning Outcomes/Competency Objectives:** |
| | The core objectives lie in the following areas: <br> • Students learn to work scientifically on a topic, incorporating both management and IT or digital-specific content. <br> • Students understand how scientific work is structured in an interdisciplinary context. <br> • Students understand how master's theses should be structured and carried out against the background of the inclusion of practice-related management and IT-relevant aspects. |
| **3.** | **Participation requirements:** |
| | Participation in the module requires successful completion of the module examinations of the compulsory modules and elective modules of the first two semesters recommended according to the study plan (Appendix 2) and of at least two of the four elective modules of the third semester recommended according to the study plan (Appendix 2) |
| **4.** | **Possible forms of teaching and learning:** |
| | Self learning |
| **5.** | **Course Credits:** |
| | None |
| **6.** | **Module Exam:** |
| | Module final examination consisting     Master Thesis (20 weeks) |
| **7.** | **Module Grade:** |
| | 100% Master Thesis |

k) The module description for the moduls: Digital Process Management (DIPM) and the module: IT Architectures & Digital Business Models (ITAR) are deleted.

## Article II

## Entry into
force

(1) This amendment comes into force on the day after its publication in the UniReport Statutes and Regulations of the Johann Wolfgang Goethe University Frankfurt am Main. It applies for the first time as of the winter semester 2021/2022 and only to students who have taken up their Master's studies as of this date.

(2) Students who commenced their studies in the Master of Pharma Business Administration program prior to the winter semester 2021/2022 may complete their studies in accordance with the examination regulations Master of Pharma Business Administration as amended on March 2, 2017 until the summer semester 2023.

Frankfurt am Main, September 7, 2021

**Prof. Dr. Christian Schlag**

Dean of the Department of Economics

## Imprint