MODULE HANDBOOK

Master of Arts

Master Human Resource Management (FS-OI-MAHRE-60)

60 ECTS

Distance Learning

IU INTERNATIONAL UNIVERSITY OF APPLIED SCIENCES

Contents

2022-07-15

1. Semester

Human Resource Management I

Module Code: MWPM1-01_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Michaela Moser (Human Resource Management I)

Contributing Courses to Module

- Human Resource Management I (MWPM01-01_E)

Module Exam Type	
Module Exam Study Format: Distance Learning Exam, 90 Minutes	**Split Exam**
Weight of Module see curriculum	

Module Contents

- HR Strategy
- Strategic and Operational Human Resource Management
- Personnel Planning
- Personnel Adjustment
- Assessment, Remuneration and Development of Personnel

Learning Outcomes

Human Resource Management I

On successful completion, students will be able to

- assess the challenges of strategic human resources management.
- explain basic issues and sub-issues of workforce planning.
- explain workforce adjustment with the subcases of recruitment, selection, and release.
- explain the importance of employer branding and HR marketing.
- comprehend occasions and procedures of personnel appraisal, compensation issues as well as the subject and process of personnel development.

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
This module is similar to other modules in the field of Human Resources	All Master Programms in the Human Resources field

Human Resource Management I

Course Code: MWPM01-01_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

Human resources have become an essential strategic success factor for all companies. The Human Resource Management major allows to deepen the business knowledge in this area, which is crucial for a company's competitiveness. This course teaches the challenges of modern Human Resource Management in the areas of human resource strategy, human resource planning, human resource adjustment, human resource evaluation, remuneration as well as human resource development.

Course Outcomes

On successful completion, students will be able to

- assess the challenges of strategic human resources management.
- explain basic issues and sub-issues of workforce planning.
- explain workforce adjustment with the subcases of recruitment, selection, and release.
- explain the importance of employer branding and HR marketing.
- comprehend occasions and procedures of personnel appraisal, compensation issues as well as the subject and process of personnel development.

Contents

1. Personnel Management and Human Resource Management
    1.1 Delimitation of the Terms Used
    1.2 Influencing Factors and Perspectives of HRM
    1.3 Lines of Development of HRM

2. Strategic Human Resources Management
    2.1 Strategic Aspects of HRM
    2.2 Theory Models of Strategic HRM
    2.3 Strategic HRM in Corporate Practice

3. Personnel Planning
    3.1 Basic Questions of Personnel Planning
    3.2 Personnel Requirements Planning
    3.3 Staff Scheduling
    3.4 Personnel Cost Planning

4. Personnel Adjustment

    4.1 Recruitment

    4.2 Personnel Selection

    4.3 Staff Release

5. Assessment, Remuneration and Development of Personnel

    5.1 Personnel Appraisal

    5.2 Incentive and Remuneration

    5.3 Human Resources Development

Literature
Compulsory Reading
Further Reading

- Collings, D. G./Scullion, H. (2011): Global talent management. Routledge, New York.
- Dessler, G. (2015): Human Resource Management. Pearson Prentice Hall, New Jersey.
- Dowling, P. J./Engle, A. D./Festing, M. (2017): International Human Resource Management. Andover Cengage Learning, Hampshire.
- Mayrhofer, W./Farndale, E./Brewster, C. (2018): Handbook of Research on Comparative Human Resource Management. 2nd edition, Edward Elgar Publishing, Cheltenham.
- Wilkinson, A. (2009): The SAGE Handbook of Human Resource Management. SAGE Publications Ltd, Thousand Oaks, California.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints® ☐ Review Book
☑ Course Book ☐ Creative Lab
☐ Vodcast ☐ Guideline
☑ Shortcast ☑ Live Tutorium/Course Feed
☑ Audio
☑ Exam Template

Human Resource Management II
Module Code: MWPM2-01_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Michaela Moser (Human Resource Management II)

Contributing Courses to Module

- Human Resource Management II (MWPM02-01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam, 90 Minutes	

Weight of Module
see curriculum

Module Contents

- Organizational Behavior
- Basics of Individual Behavior
- Group Behavior
- Behavioral Influence at the Organizational Level through Organizational Structure and Culture
- Role of Human Resource Management in Change Processes
- Content and Process Theories of Motivation

Learning Outcomes	
Human Resource Management II	
On successful completion, students will be able to	
▪ analyze the behavior of all stakeholders in organizations and underlying theories. ▪ explain the basics of individual behavior. ▪ explain behavior at the group level. ▪ understand the impact of organizational structure and culture on employee behavior and the role of human resource management in change processes. ▪ explain content and process theories of motivation.	
Links to other Modules within the Study Program This module is similar to other modules in the field of Human Resources	**Links to other Study Programs of IUBH** All Master Programs in the Human Resources field

Human Resource Management II

Course Code: MWPM02-01_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

In this course, relevant topics of Organizational Behavior are studied in depth. In the Anglo-Saxon world, Organizational Behavior is a natural part of the basic curriculum of social and economic science courses. Accordingly, the basic model and lines of development of Organizational Behavior are first dealt with in an overview. Furthermore, behavior is examined at the level of the individual, the group and the organization. The role of Human Resource Management in organizational change is also addressed. Finally, motivational foundations are considered in the form of content and process theories of motivation.

Course Outcomes

On successful completion, students will be able to

- analyze the behavior of all stakeholders in organizations and underlying theories.
- explain the basics of individual behavior.
- explain behavior at the group level.
- understand the impact of organizational structure and culture on employee behavior and the role of human resource management in change processes.
- explain content and process theories of motivation.

Contents

1. Organizational Behavior
    1.1 Basic Model of Organizational Behavior
    1.2 Development Lines of the Organizational Behavior
    1.3 Basic Assumptions of Organizational Behavior

2. Fundamentals of Individual Behavior
    2.1 Biographical Characteristics and Personality
    2.2 Emotions
    2.3 Values and Attitudes

3. Group and Team
    3.1 Groups and Teams
    3.2 Group Processes
    3.3 Explanatory Approaches for Behavior in Groups

4. The Organization
    4.1 Design Variables of the Organization
    4.2 Organizational Culture and Climate
    4.3 The Role of Human Resource Management in Organizational Change

5. Motives, Motivation and Motivation Theories
    5.1 Motives and Motivation
    5.2 Content Theories
    5.3 Process Theories

Literature
Compulsory Reading
Further Reading

- Buchanan, D. A./Huczynski, A. A. (2016): Organizational Behaviour. 9th edition, Pearson, Harlow (UK).
- Dessler, G. (2015): Human Resource Management. Pearson Prentice Hall, New Jersey.
- King, D./Lawley, S. (2016): Organizational Behaviour. 2nd edition, Oxford University Press, Oxford.
- Mayrhofer, W./Farndale, E./Brewster, C. (2018): Handbook of Research on Comparative Human Resource Management. Edward Elgar Publishing, Cheltenham.
- Robbins, S. P./Judge, T. A./Campbell, T. T. (2017): Organizational Behaviour. 2nd edition, Pearson, Harlow (UK).

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Presence**	**Tutorial**	**Self Test**	**Practical Experience**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods
☐ Learning Sprints® ☐ Review Book ☑ Course Book ☐ Creative Lab ☐ Vodcast ☐ Guideline ☑ Shortcast ☑ Live Tutorium/Course Feed ☑ Audio ☑ Exam Template

Employer Branding and Recruiting
Module Code: DLMEBR_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Michaela Moser (Employer Branding and Recruiting)

Contributing Courses to Module
▪ Employer Branding and Recruiting (DLMEBR01_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Exam, 90 Minutes	
Weight of Module see curriculum	

Module Contents

- Basics of Employer Branding
- Goals and Functions of Employer Branding
- Development of an Employer Branding Strategy and Campaign
- Recruiting Basics
- Recruiting 2.0
- Personnel Selection and Aptitude Diagnostics
- Headhunter Management
- Organizational Implementation of Employer Branding and Recruiting
- Success Monitoring of Employer Branding and Recruiting
- Special Features of International Employer Branding and Recruiting
- Application Examples and Best Practice on Employer Branding and Recruiting

Learning Outcomes

Employer Branding and Recruiting

On successful completion, students will be able to

- place the areas of employer branding and recruiting in the overall context of HR management.
- identify the goals, methods and instruments of employer branding and recruiting.
- comprehend the current specifics and the change of employer branding and recruiting.
- designate alternative ways of organizing employer branding and recruiting.
- explain the instruments and problems of measuring the success of employer branding and recruiting.
- explain the specifics of international employer branding and recruiting.
- reflect current application examples and best practices on employer branding and recruiting.

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
This module is similar to other modules in the field of Human Resources	All Master Programs of the Human Resources field

Employer Branding and Recruiting

Course Code: DLMEBR01_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

Demographic change means that companies are being forced more than ever to position themselves on the labor market as attractive employers and to increasingly professionalize their recruiting activities. Only those organizations that succeed in securing access to qualified employees on the external labor market with employer branding tools will be successful in the long term. After the first contact with potential new employees, it is then very important to organize recruiting effectively and efficiently and to make a professional impression on applicants.This understanding is going to be presented to the students in the course and they will be given the necessary tools to implement employer branding and recruiting activities.

Course Outcomes

On successful completion, students will be able to

- place the areas of employer branding and recruiting in the overall context of HR management.
- identify the goals, methods and instruments of employer branding and recruiting.
- comprehend the current specifics and the change of employer branding and recruiting.
- designate alternative ways of organizing employer branding and recruiting.
- explain the instruments and problems of measuring the success of employer branding and recruiting.
- explain the specifics of international employer branding and recruiting.
- reflect current application examples and best practices on employer branding and recruiting.

Contents

1. Personnel Marketing in HR Management
    1.1 Change in Human Resources
    1.2 Definition and Basic Requirements for Successful Personnel Marketing
    1.3 Employer Branding - the Employer Brand as the Center of Personnel Marketing

2. Development of an Employer Brand
    2.1 The Employer Branding Cycle
    2.2 Target Group Definition
    2.3 The Employer Branding Strategy

Literature

Compulsory Reading

Further Reading

- Collings, D. G./Scullion, H. (2011): Global Talent Management. Routledge, New York.
- Dessler, G. (2013): Human Resource Management. 13th edition, Prentice Hall, Boston.
- Entrekin, L./ Scott-Ladd, B. D. (2014): Recruitment and selection. In: Human resourse management and change. A practicing managers guide. TS International Ltd. Padstow, Cornwall.
- Mosley, R. (2014): Employer brand management: practical lessons from the world's leading employers. John Wiley & Sons, New Jersey.
- Rosethorn, H./Bernard Hodes Group (2009): The Employer Brand. Keeping Faith with the Deal. Routledge, New York.
- Sharma, S. (2019): Employer Branding: A Novel Route to Employee Retention and Competitive Advantage. Journal of General Management Research. Vol. 6, Issue 1, p14-31.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods	
☐ Learning Sprints® ☑ Course Book ☐ Vodcast ☑ Shortcast ☑ Audio ☑ Exam Template	☐ Review Book ☐ Creative Lab ☐ Guideline ☑ Live Tutorium/Course Feed

Talent Management & HR Development

Module Code: DLMTUP_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Michaela Moser (Talent Management & HR Development)

Contributing Courses to Module

- Talent Management & HR Development (DLMTUP01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Written Assessment: Case Study	

Weight of Module
see curriculum

Module Contents

- Theoretical Models of Organizational Development
- Theoretical Models of Change Management
- Tools and Methods
- The Praxis of Talent Management and its Organizational Implementation
- The Process of Success Control
- Talent Management in International Companies – a comparative Analysis

Learning Outcomes

Talent Management & HR Development

On successful completion, students will be able to

- put talent management and HR development in the overall context of human resources management.
- define the ethical framework of talent management and HR development.
- explain the goals, methods and tools of talent management and HR development.
- identify the current challenges and changes of talent management and HR development both within the national as well as international context.
- understand the various ways of talent management and HR development.
- explain the tools that measure talent management and people development success, as well as the difficulties involved.
- describe specific examples as well as best practices of the application of talent management and HR development.

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
This module is similar to other modules in the field of Human Resources	All Master Programs in the Human Resources field

Talent Management & HR Development

Course Code: DLMTUP01_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

Demographic change has forced companies to find, nurture, develop and retain their talent. As a result, the HR manager must continuously revise and organize talent management and development as efficiently as possible. The course is designed to help students understand the importance of talent management and human resource management and to teach them the tools necessary to implement activities related to talent management and human resource development.

Course Outcomes

On successful completion, students will be able to

- put talent management and HR development in the overall context of human resources management.
- define the ethical framework of talent management and HR development.
- explain the goals, methods and tools of talent management and HR development.
- identify the current challenges and changes of talent management and HR development both within the national as well as international context.
- understand the various ways of talent management and HR development.
- explain the tools that measure talent management and people development success, as well as the difficulties involved.
- describe specific examples as well as best practices of the application of talent management and HR development.

Contents

1. Fundamentals of Talent Management and Human Resources Development
    1.1 Concepts and Definitions
    1.2 Basic Legal Regulations
    1.3 The Challenge of Demographic Change
    1.4 Ethical Frameworks

2. Competence and Performance Management
    2.1 Competence and Skills Management
    2.2 Performance and Potential

Literature
Compulsory Reading
Further Reading ▪ Berger, L. A./Berger, D. A. (2010): The Talent Management Handbook. 2nd edition, McGraw-Hill, New York. ▪ Boxall, P./Purcell, J. (2008): Strategy and Human Resource Management, 2nd edition, Palgrave Macmillan, Hampshire. ▪ Collings, D. G./ Scullion, H. (2011): Global talent management. Routledge, New York. ▪ Dessler, G. (2013): Human Resource Management. 13th edition, Prentice Hall, Boston. ▪ Fuentes, D. G. (2020): Rethinking Approaches to Succession Planning and Developing a Leadership Pipeline in Academic Pharmacy. American Journal of Pharmaceutical Education, 84(12), 1564–1566. Marchington, M./Wilkinson, A. (2008): Human Resource Management at Work, 4th edition, CIPD, London. ▪ Redman, T./Wilkinson, A. (2009): Contemporary Human Resource Management, 3rd edition. Harlow FT Prentice Hall, New Jersey. ▪ Scullion, H./Collings, D. G. (Hrsg.) (2011): Global Talent Management. Routledge, New York. ▪ Younas, M./Bari, M. W. (2020): The relationship between talent management practices and retention of generation "Y" employees: mediating role of competency development. Economic Research-Ekonomska Istrazivanja, 33(1), 1330–1353.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Case Study

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods
☐ Learning Sprints®   ☐ Review Book ☑ Course Book   ☐ Creative Lab ☐ Vodcast   ☑ Guideline ☑ Shortcast   ☑ Live Tutorium/Course Feed ☑ Audio ☐ Exam Template

People Analytics and Big Data

Module Code: DLMPMPABD_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Katharina-Maria Rehfeld (People Analytics and Big Data)

Contributing Courses to Module

- People Analytics and Big Data (DLMPMPABD01_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Exam, 90 Minutes	
Weight of Module see curriculum	

Module Contents

- Fundamentals of People Analytics and Big Data
- Fundamentals of Human Resource Controlling
- Legal and Ethical Frameworks
- Technological and Statistical Frameworks
- Introduction to People Analytics
- The Practice of People Analytics and Big Data

Learning Outcomes

People Analytics and Big Data

On successful completion, students will be able to

- define the terms "People Analytics" and "Big Data", distinguish them from related topics and put them in the overall context of human resource management.
- explain the goals, practical application, opportunities, and limitations of people analytics.
- understand the links and overlaps with human resource controlling.
- describe the legal, ethical, technological, and statistical frameworks of people analytics and analyze and apply them independently.
- identify the organizational, procedural and technical peculiarities of introducing People Analytics and plan, execute, and control this process.
- describe specific examples of the application of People Analytics and Big Data in practice and discuss them critically.

Links to other Modules within the Study Program	Links to other Study Programs of IUBH
This module is similar to other modules in the field of Planning & Controlling	All Master Programs in the Business & Management field

People Analytics and Big Data

Course Code: DLMPMPABD01_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

Scientists and practitioners agree: On the way to digital personnel management, the topic of people analytics is becoming one of the most important elements of future-oriented personnel management. HR decisions should be data-driven and evidence-based based on external as well as company-related empirical analysis of big data to complement the intuition and experience of HR managers. The course People Analytics and Big Data provides the necessary knowledge to enable a thorough assessment of the possibilities, limits and areas of application as well as the actual practical implementation.

Course Outcomes

On successful completion, students will be able to

- define the terms "People Analytics" and "Big Data", distinguish them from related topics and put them in the overall context of human resource management.
- explain the goals, practical application, opportunities, and limitations of people analytics.
- understand the links and overlaps with human resource controlling.
- describe the legal, ethical, technological, and statistical frameworks of people analytics and analyze and apply them independently.
- identify the organizational, procedural and technical peculiarities of introducing People Analytics and plan, execute, and control this process.
- describe specific examples of the application of People Analytics and Big Data in practice and discuss them critically.

Contents

1. Fundamentals of People Analytics and Big Data
    1.1 Definition, Specification and Classification
    1.2 Goals of People Analytics
    1.3 Areas of Application of People Analytics
    1.4 Opportunities and Limits of People Analytics

2. Fundamentals of Human Resource Controlling
    2.1 Definition, Specification and Classification
    2.2 Key Indicators and Key Indicator Systems
    2.3 Strategic Human Resource Controlling
    2.4 Operational Human Resource Controlling

Literature
Compulsory Reading
Further Reading ▪ Fitzenz, J./Mattox, J. (2014): Predictive Analytics for Human Resources. Wiley, Hoboken, New Jersey. ▪ Gerhart, B./Wright, P. M./ Hollenbeck, J. R./ Noe, R. A. (2015): Human Resource Management: Gaining a Competitive Advantage. McGraw-Hill Education, New York. ▪ Guenole, N./ Ferrar, J./ Feinzing, S. (2017): Power of People, The: Learn How Successful Organizations Use Workforce Analytics To Improve Business Performance. Pearson FT Press, 1st Edition. ▪ Huselid, M. A./ Schiemann, W. A./ Seibert, J. H./Blankenship, M. H. (2018): Putting human capital analytics to work: Predicting and driving business success. Human Resource Management. John Wiley & Sons, New Jersey. ▪ Peeters T./Paauwe J./ Voorde, K. (2020): People analytics effectiveness: developing a framework. Journal of Organizational Effectiveness: People and Performance, 7(2), 203–219. ▪ Tursunbayeva, A. (2020): People analytics research and practice: a review of international conferences. Strategic HR Review, 19(6), 267–272. ▪ Tursunbayeva, A./Di Lauro, S./Pagliari, C. (2018): People analytics—A scoping review of conceptual boundaries and value propositions. International Journal of Information Management, Volume 43, 2018, Pages 224-247, https://doi.org/10.1016/j.ijinfomgt.2018.08.002. ▪ Waters, S. et al (2018): The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions. Society For Human Resource Management.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☐ Live Tutorium/Course Feed

Advanced Research Methods

Module Code: DLMARM

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Josephine Zhou-Brock (Advanced Research Methods)

Contributing Courses to Module

- Advanced Research Methods (DLMARM01)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Written Assessment: Written Assignment	

Weight of Module
see curriculum

Module Contents

- Social science and research paradigms
- Case study research
- Specific topics of qualitative research
- Advanced issues of qualitative research conceptualization and data analysis
- Underlying assumptions of quantitative research: concepts and consequences
- Evaluation research

Learning Outcomes
Advanced Research Methods
On successful completion, students will be able to
▪ understand and apply scientific methodologies in conducting empirical research. ▪ plan, design, and prepare research proposals. ▪ differentiate between different types of case studies, select and apply different data collection strategies. ▪ plan, conduct, and analyze case studies and surveys. ▪ scientifically analyze quantitative and qualitative data. ▪ conduct evaluation research to determine quality of research.

Links to other Modules within the Study Program	Links to other Study Programs of IUBH
This module is similar to other modules in the field of Methods	All Master Programmes in the Business & Management fields

Advanced Research Methods

Course Code: DLMARM01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

Advanced research methods, specifically business research, is scientific inquiry that attempts to uncover new information which helps a business improve performance, maximizing shareholder value while adhering to ethical and moral compliance standards.Managers seeking to conduct empirical research must maintain validity, reliability, and trustworthiness when utilizing scientific methodologies in order to produce meaningful and actionable results. Research proposals are typically written prior to conducting research, which have a certain structure, enabling the researcher to properly plan, conduct, and analyze case studies and surveys. Different data collection strategies are used to collect both qualitative and quantitative data, depending on the research proposal goals. Managers utilize their understanding of research methodologies to accurately assess the quality of research.

Course Outcomes

On successful completion, students will be able to

- understand and apply scientific methodologies in conducting empirical research.
- plan, design, and prepare research proposals.
- differentiate between different types of case studies, select and apply different data collection strategies.
- plan, conduct, and analyze case studies and surveys.
- scientifically analyze quantitative and qualitative data.
- conduct evaluation research to determine quality of research.

Contents

1. Theoretical Background: Social Science and Research Paradigms
    1.1 What is a Paradigm?
    1.2 Empiricism
    1.3 Critical Rationalism
    1.4 Epistemological Anarchism
    1.5 Structural Functionalism
    1.6 Symbolic Interactionism
    1.7 Ethnomethodology

Literature
Compulsory Reading
Further Reading

- Babbie, E. R. (2016): The practice of social research. 14th ed., Cengage Learning, Boston, MA.
- Camargo, F. R./Henson, B. (2015): Beyond usability: Designing for consumers' product experience using the Rasch model. In: Journal of Engineering Design, 26(4–6), p. 121–139.
- Olson, L. E. (2014): Articulating a role for program evaluation in responsible conduct of research programs. In: Accountability in Research, 21(1), p. 26–33.
- Tumele, S. (2015): Case study research. In: International Journal of Sales, Retailing and Marketing, 4(9), p. 68–78.
- Tursch, P./Steinberg, F./Woll, R. (2014): A first step towards engineer-oriented adaptation of the Repetory Grid Technique. In: Total Quality Management & Business Excellence, 25(7-8), p. 734–749.
- Zickar, M. J. (2012): A review of recent advances in item response theory. In: Research in Personnel and Human Resources Management, 31, p. 145–176.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods
☐ Learning Sprints®   ☐ Review Book   ☑ Course Book   ☐ Creative Lab   ☐ Vodcast   ☑ Guideline   ☑ Shortcast   ☑ Live Tutorium/Course Feed   ☑ Audio   ☐ Exam Template

2. Semester

Seminar: International Human Resource Management
Module Code: DLMSIHRM_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	5	

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Katharina-Maria Rehfeld (Seminar: International Human Resource Management)

Contributing Courses to Module
▪ Seminar: International Human Resource Management (DLMSIHRM01_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Fernstudium Written Assessment: Research Essay	
Weight of Module see curriculum	

Module Contents
The aim of this module is to discuss and work on current and practice-relevant issues of International Human Resource Management (IHRM). The module deepens the fundamentals of IHRM by taking into account the context, theories, methods, instruments and practice of international IHRM. Emphasis is placed on debates associated with cultural differences and ethical issues. In addition, it helps to prepare the students for the final master thesis, since a seminar paper is required as the final examination.

Learning Outcomes

Seminar: International Human Resource Management

On successful completion, students will be able to

- name the most important issues in international HR management.
- work independently on a current topic in international HR management using current and relevant literature (monographs, professional and academic journals) and develop innovative methods of solution.
- apply the fundamentals of scientific work to write a seminar paper and prepare methodically for writing the final master thesis.

Links to other Modules within the Study Program	Links to other Study Programs of IUBH
This module is similar to other modules in the fields of Business Administration & Management	All Master Programs in the Business & Management fields

Seminar: International Human Resource Management

Course Code: DLMSIHRM01_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

HR Management differs from other business disciplines insofar that it is concerned with the management of a human resource, which brings with it special requirements and challenges. Not only the external framework conditions of HR management are changing, such as political, legal, economic, and socio-demographic conditions but also the internal framework conditions are subject to continuous change, such as the changing needs and expectations of employees, new forms of work and working time arrangements, contemporary forms of personnel management, etc. Against the background of globalization, HR management is increasingly confronted with international aspects and needs to position itself accordingly. In international corporations as well as in medium-sized companies that are in the process of internationalization, HR management needs to be in line with these changing conditions. The seminar deals with the application of the fundamentals of IHRM to current international topics, which have a high application and practical relevance.

Course Outcomes

On successful completion, students will be able to

- name the most important issues in international HR management.
- work independently on a current topic in international HR management using current and relevant literature (monographs, professional and academic journals) and develop innovative methods of solution.
- apply the fundamentals of scientific work to write a seminar paper and prepare methodically for writing the final master thesis.

Contents

- Current topics in international HR management. The following list of topics offers possible topics of the course:
  - International human resources development
  - International Recruiting
  - Opportunities and risks of foreign assignments of executives
  - Problems of reintegrating expatriats after their assignment abroad
  - Global Talent Management
  - International standardization of HR processes: between global standardization and local adaptation
  - Intercultural competence and personnel development
  - International remuneration policy

▪ Ethical aspects of international HR management

Literature
Compulsory Reading
Further Reading
▪ Books:

- ▪ Armstrong, M./Taylor, S. (2014): Armstrong's Handbook of Human Resource Management Practice. 13th edition, Kogan Page, London.
- ▪ Briscoe, D. R./Schuler, R. S./Claus, L. M. (2009): International Human Resource Management. Policies and Practices for Multinational Enterprises. 3. Auflage, Routledge, London.
- ▪ Dessler, G. (2013): Human Resource Management. 13th edition, Prentice Hall, Boston.
- ▪ DGFP (Ed.) (2012): Shaping International Human Resources Management. Perspectives, structures, success factors, practical examples. Bertelsmann, Bielefeld.
- ▪ Festing, M. et al. (2011): International Human Resources Management. 3rd edition, Gabler, Wiesbaden.
- ▪ Schmeisser, W./Krimphove, D. (2010): International Human Resources Management and International Labor Law. Oldenbourg, Munich.
- ▪ Scullion, H./Collings, D. G. (Hrsg.) (2011): Global Talent Management. Routledge, New York.
- ▪ Sparrow, P./Brewster, C./Harris, H. (2004): Globalizing Human Resource Management. Routledge, London et al.

Study Format Fernstudium

Study Format	Course Type
Fernstudium	Seminar

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Research Essay

Student Workload					
Self Study 120 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods
☐ Learning Sprints® ☐ Review Book   ☐ Course Book ☐ Creative Lab   ☐ Vodcast ☑ Guideline   ☐ Shortcast ☐ Live Tutorium/Course Feed   ☐ Audio   ☐ Exam Template

DLMSIHRM01_E

Human Performance

Module Code: DLMPMWHP_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Magdalena Bathen-Gabriel (Biohacking) / Prof. Dr. Magdalena Bathen-Gabriel (Project: Workspace Design)

Contributing Courses to Module

- Biohacking (DLMPMWHP01_E)
- Project: Workspace Design (DLMPMWHP02_E)

Module Exam Type

Module Exam	Split Exam
	Biohacking
	• Study Format "Distance Learning": Written Assessment: Written Assignment
	Project: Workspace Design
	• Study Format "Distance Learning": Oral Project Report

Weight of Module

see curriculum

Module Contents

Biohacking

- Biological and Anatomical Basics of the Brain
- The Gut-Brain Axis
- Nutrition and Cognitive Performance
- Exercise and Cognitive Performance
- Sleep and Cognitive Performance
- Light and Cognitive Performance
- More "Hacks" and Performance

Project: Workspace Design

With increasing tertiary sector and knowledge work, there is renewed attention to the design of physical workspaces for creative and knowledge workers, which is reflected in empirical research findings. This course aims to sensitize students to the design of workspaces and to provide them with empirically supported design principles. Students will therefore develop an overview of the relationships between well-being, job satisfaction and the physical work environment based on empirical and conceptual literature. These findings are transferred to a specific practical task in a problem-oriented manner.

Learning Outcomes

Biohacking

On successful completion, students will be able to

- understand and reproduce the basic features of the anatomy of the human brain.
- explain empirically supported relationships between nutrition and the brain.
- explain empirically supported relationships between movement and the brain.
- explain empirically supported relationships between micronutrients and the brain.
- explain empirically supported relationships between sleep and the brain.
- derive problem-related recommendations based on empirical findings of biohacking.

Project: Workspace Design

On successful completion, students will be able to

- understand effects of the physical environment on job satisfaction, productivity, and well-being and to apply them to practical use cases.
- transfer cultural aspects such as values or brand of an organization into the workspace design.
- design workplaces and workspaces with respect to their design for high productivity and justify this.
- design approaches to promote positive emotions and avoid negative thinking patterns to
- develop and translate them into formal language.

Links to other Modules within the Study Program	Links to other Study Programs of IUBH
This module is similar to other modules in the field of Human Resources and Architecture	All Master Programs in the Human Resources and Design, Architecture & Construction fields

Biohacking

Course Code: DLMPMWHP01_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

Biohacking is a new approach to optimize health and performance. This course provides an overview of how biohacking can contribute to maintaining health on the one hand and enhancing performance and well-being on the other. To this end, empirically supported results on the influence of nutrition, exercise, sleep and light on health, well-being and performance are analyzed. The course is designed to help students develop a better understanding of their own performance on the one hand, and to build knowledge and understanding as well as consulting skills regarding self-management with employees or clients on the other hand.

Course Outcomes

On successful completion, students will be able to

- understand and reproduce the basic features of the anatomy of the human brain.
- explain empirically supported relationships between nutrition and the brain.
- explain empirically supported relationships between movement and the brain.
- explain empirically supported relationships between micronutrients and the brain.
- explain empirically supported relationships between sleep and the brain.
- derive problem-related recommendations based on empirical findings of biohacking.

Contents

1. Health, Well-Being and Performance
    1.1 Definitions
    1.2 Empirically Supported Effects of Well-Being and Health

2. Biological and Anatomical Basics of the Brain
    2.1 Structure of the Brain
    2.2 Role of Neurons
    2.3 Sympathetic and Parasympathetic Nervous System

3. The Gut-Brain Axis
    3.1 Communication between Brain and Gut
    3.2 The Microbiome
    3.3 Empirical Findings on the Gut-Brain Axis

4.   Nutrition and Cognitive Performance

    4.1   Chronobiological Diet

    4.2   Nutrition and Microbiome

    4.3   Empirical Findings on Nutrition and Performance

5.   Exercise and Cognitive Performance

    5.1   Types Movement

    5.2   Empirical Evidence on Exercise and Performance

6.   Sleep and Cognitive Performance

    6.1   Types and Phases of Sleep

    6.2   Sleep and Regeneration

    6.3   Sleep and Memory

    6.4   Further Empirical Findings on Effects of Sleep

7.   Light and Cognitive Performance

    7.1   Types of Light and Wavelengths

    7.2   Light and Degeneration

    7.3   Empirical Findings on Light and Cognitive Performance.

8.   More "Hacks" and Performance

    8.1   Hormones

    8.2   Environmental Toxins

    8.3   Ergonomics

    8.4   Chronic Inflammation

Literature
Compulsory Reading
Further Reading ▪ Asprey, D. (2019): Super Human. The Bulletproof Plan to Age Backward and Maybe Even Live Forever. 5th edition, HarperCollins, New York. ▪ Bhaskaran, K. et al. (2014): Body-mass index and risk of 22 specific cancers. A population-based cohort study of 5 24 million UK adults. In: The Lancet, 384. Jg., Journal 9945, p. 755-765. ▪ Hölscher, C. (2011): Diabetes as a risk factor for Alzheimer's disease. Insulin signalling impairment in the brain as an alternative model of Alzheimer's disease. In: Biochem Soc Trans, 39. Jg., Journal 4, p. 891–897. ▪ Meyer, T. et al. (2017): Attention deficit-hyperactivity disorder is associated with reduced blood pressure and serum vitamin D levels. Results from the nationwide German Health Interview and Examination Survey for Children and Adolescents (KiGGS). In: European child & adolescent psychiatry, 26. Jg., Journal 2, p. 165-175. ▪ Stimpfel, M./Jancar, N./Virant-Klun, I. (2018): New challenge: mitochondrial epigenetics? In: ▪ Stem Cell Reviews and Reports, 14. Jg., Journal 1, p. 13-26. ▪ Van De Voorde, K./Paauwe, J./Van Veldhoven, M. (2012): Employee well-being and the HRM–organizational performance relationship: a review of quantitative studies. In: International Journal of Management Reviews, 14. Jg., Journal 4, p. 391-407. ▪ Wang, Y. et al. (2019): Association of muscular strength and incidence of type 2 diabetes. In: ▪ Mayo Clinic Proceedings, 94. Jg., Journal 4, p. 643-651. ▪ Wright, T. A./Cropanzano, R. (2000): Psychological well-being and job satisfaction as predictors of job performance. In: Journal of occupational health psychology, 5. Jg., Journal 1, p. 84-94.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods	
☐ Learning Sprints® ☑ Course Book ☐ Vodcast ☑ Shortcast ☑ Audio ☐ Exam Template	☐ Review Book ☐ Creative Lab ☑ Guideline ☑ Live Tutorium/Course Feed

Project: Workspace Design

Course Code: DLMPMWHP02_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

For many years, research on success factors for well-being and performance at work has focused on the analysis of psychological and task-related variables (e.g., Vischer 2007). In this course, students will develop an overview of the empirical relationships between well-being, job satisfaction and the physical work environment based on empirical and conceptual literature. These findings are transferred to a specific practical task in a problem-oriented manner.

Course Outcomes

On successful completion, students will be able to

- understand effects of the physical environment on job satisfaction, productivity, and well-being and to apply them to practical use cases.
- transfer cultural aspects such as values or brand of an organization into the workspace design.
- design workplaces and workspaces with respect to their design for high productivity and justify this.
- design approaches to promote positive emotions and avoid negative thinking patterns to
- develop and translate them into formal language.

Contents

- The course is intentionally designed to be interdisciplinary so that students acquire basic interior design knowledge and combine it with insights from psychosocial research on the effects of the physical work environment.
- The following aspects represent essential contents of the course:
    - Design of a culture- and vision-based work environment; translation of the brand into the work environment; harmonious embedding in the environment; translation of corporate values into the work environment; flexibility in work design; activity-based workspaces and their effects on health and engagement; light and air; emotional reactions to design and space; promotion of productive habits; consideration of different personalities and work styles; promotion of communication in the workspace; team play and fun at work; personalization possibilities in the workspace; multifunctional spaces; evaluation criteria.
- Possible topics for exam performance:
    - Own practical problem: Redesign of a previous workspace according to scientific aspects of productivity and well-being.

- Activity-based workspaces: Concept for the redesign of an open-plan office according to ergonomic and health-psychological aspects
- Choice of a particular brand: translation of the brand into the workspace of the Marketing Department
- Choice of a specific brand: translation of the brand into the workspace of the HR department
- Choice of a particular company: translation of the company's values into the Workspace of the human resources department and the associated conference room
- Zero-Commute Housing: Embedding a Home Office Landscape

Literature
Compulsory Reading
Further Reading

- Gillen, N. (2019): Future Office. Next-generation workplace design. Riba, London.
- Haapakangas, A. et al. (2018): Self-rated productivity and employee well-being in activity-based office. The role of environmental perceptions and workspace use. In: Building and Environment, 145. Jg., p. 115-124.
- Knight, C./Haslam, S. A. (2010): The relative merits of lean, enriched, and empowered offices. An experimental examination of the impact of workspace management strategies on well-being and productivity. In: Journal of Experimental Psychology: Applied, 16. Jg., Journal 2, p. 158.
- Pizag, A. (2015). Create a thriving workspace. Pizag, Sydney.
- Vischer, J. C. (2007): The effects of the physical environment on job performance: towards a theoretical model of workspace stress. In: Stress and health: Journal of the International Society for the Investigation of Stress, 23. Jg., Journal 3, p. 175-184.
- Wells, M. M. (2000): Office clutter or meaningful personal displays: The role of office personalization in employee and organizational well-being. In: Journal of environmental psychology, 20. Jg., Journal 3, p. 239-255.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Oral Project Report

Student Workload					
Self Study 120 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☐ Course Book
☐ Vodcast
☐ Shortcast
☐ Audio
☐ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☐ Live Tutorium/Course Feed

Work and Organisational Psychology

Module Code: DLMPMWKAO_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA MA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Karin Halbritter (Concepts in Psychology) / Prof. Dr. Karin Halbritter (Occupational and Organizational Psychology)

Contributing Courses to Module

- Concepts in Psychology (DLMWPWKP01_E)
- Occupational and Organizational Psychology (DLMWPAOP01_E)

Module Exam Type

Module Exam	Split Exam
	Concepts in Psychology
	• Study Format "Distance Learning": Exam, 90 Minutes
	Occupational and Organizational Psychology
	• Study Format "Distance Learning": Exam, 90 Minutes
Weight of Module see curriculum	

Module Contents

Concepts in Psychology

- General Psychology I
- General Psychology II
- Social Psychology
- Industrial Psychology
- Organizational Psychology

Occupational and Organizational Psychology

- Performance Evaluation
- Industrial and Organizational Psychology and its Impact
- Work Analysis and Evaluation
- Work Design Concepts
- New Forms of Work
- Agile Organization
- Organizational Development as a Process
- Mergers & Acquisition: Mergers and Corporate Takeovers
- Recruitment
- Human Resources Development

Learning Outcomes

Concepts in Psychology

On successful completion, students will be able to

- understand psychology as a science and to be able to distinguish it from other disciplines in terms of content.
- classify psychology as a scientific and research discipline, and grasp selected fundamentals of psychology.
- know essential concepts of psychology in terms of their relevance to business psychology.
- build knowledge of the central concepts and theories of psychology that are essential for understanding the subject area of business psychology.
- integrate approaches, methods and instruments of psychology into everyday business life.
- discuss questions of psychology with regard to human behavior, thinking and feeling and apply it in the context of companies.

Occupational and Organizational Psychology

On successful completion, students will be able to

- classify industrial and organizational psychology as a subfield of business psychology.
- outline methodological approaches to labor analysis.
- recognize the need for organizations to transform into agile organizations and to name and apply their principles.
- see organizational development as a systematic process and to reflect it accordingly.
- initiate, implement and reflect on change processes in organizations.
- understand the impact of artificial intelligence and robotics on work and help design appropriate human-machine interaction measures from the perspective of industrial and organizational psychology to maintain a humane way of working.
- accompany corporate mergers from an organizational psychology perspective with
- appropriate measures.
- conduct active sourcing-based recruitment based on data and modern recruiting tools.
- operate contemporary measures of employee development and leadership development.
- implement performance appraisal procedures and be able to perform job performance evaluations.
- take on tasks in the areas of management and human resource leadership.

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
This module is similar to other modules in the fields of Psychology and Social Work	All other Master Programs in the Social Sciences field

Concepts in Psychology

Course Code: DLMWPWKP01_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

This course provides students from other disciplines with a core understanding of the fundamental concepts of psychology. The content of the course provides both the basis for understanding psychology as a science and the essential theories and knowledge that are essential for classifying and applying issues in business psychology. Students learn the fundamentals and core content of the scientific discipline of psychology. They gain a comprehensive understanding of essential psychological research areas and fields of application that have connection and relevance to business psychology. In this way, students build up a basic knowledge that enables them to adopt the perspective of business psychology issues in the further course of their studies and to build up and expand their knowledge in this area on a sound basis.

Course Outcomes

On successful completion, students will be able to

- understand psychology as a science and to be able to distinguish it from other disciplines in terms of content.
- classify psychology as a scientific and research discipline, and grasp selected fundamentals of psychology.
- know essential concepts of psychology in terms of their relevance to business psychology.
- build knowledge of the central concepts and theories of psychology that are essential for understanding the subject area of business psychology.
- integrate approaches, methods and instruments of psychology into everyday business life.
- discuss questions of psychology with regard to human behavior, thinking and feeling and apply it in the context of companies.

Contents

1. General Psychology I
    1.1   Perception
    1.2   Memory
    1.3   Cognition

2. General Psychology II

    2.1 Learning

    2.2 Motivation

    2.3 Emotion

3. Social Psychology

    3.1 The Power of the Social

    3.2 Social Influence

    3.3 Conflict, Aggression and Cooperation

    3.4 Selected Social Psychological Theories

    3.5 Prosocial Behavior, Helping Behavior and Altruism

4. Industrial Psychology

    4.1 Basics of Industrial Psychology

    4.2 Concepts and Methods of Work Analysis and Evaluation

    4.3 Concepts and Methods of Work Motivation and Satisfaction

    4.4 Concepts and Methods of Workplace Design

    4.5 Work and Health

5. Organizational Psychology

    5.1 Fundamentals of Organizational Psychology and Structure

    5.2 Organizational Culture and Climate

    5.3 Interaction and Communication in Organizations

    5.4 Conflicts in Organizations

    5.5 Mergers & Acquisitions

Literature
Compulsory Reading
Further Reading

- Aronson, E./Wilson, T. D./Sommers, S. R. (2021): Social psychology. 10th Edition. Pearson, Harlow.
- Chmiel, N. (2008): An introduction to work and organizational psychology. A European perspective. 2nd Edition. Blackwell, Malden.
- Conte, J. M./Landy, J. (2013): Work in the 21st century: an introduction to industrial and organizational psychology. 4th Edition, Wiley, Hoboken.
- Fraccaroli, F./Sverke, M. (2017): An Introduction to Work and Organizational Psychology; An International Perspective. John Wiley & Sons, Ltd, Wiley Online Library, Hoboken.
- Hewstone, M./Stroebe, W./Jonas, K. (2015): An introduction to social psychology. 6th Edition. Wiley, Chichester.
- Jex, S. M./Britt, T. W. (2014): Organizational Psychology. A Scientist-Practitioner Approach. 3rd Edition. Wiley, Hoboken.
- Kalat, J. W. (2017): Introduction to psychology. 11th Edition, Cengage Learning, Boston.
- Perrewé, P. L./Halbesleben, J. R. B./Rosen, C. C. (2012): The Role of the Economic Crisis on Occupational Stress and Well Being. Emerald Group Publishing Limited, Bingley.
- Reeve, J. (2018): Understanding motivation and emotion. 7th Edition, Wiley Custom, Hoboken.
- Wegner, D./Hood, B./Schacter, D./Gilbert, D. (2019): Psychology. 3rd European Edition, Macmillan Higher Education, London.
- Zibarras, L./Lewis, R. (2013): What is Occupational Psychology. In: Lewis, R./Zibarras, L. (Ed.): Work and occupational psychology. Integrating theory and practice. Sage, Los Angeles. S. 3–24.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®   ☐ Review Book
☑ Course Book   ☐ Creative Lab
☐ Vodcast   ☐ Guideline
☑ Shortcast   ☑ Live Tutorium/Course Feed
☑ Audio
☑ Exam Template

Occupational and Organizational Psychology

Course Code: DLMWPAOP01_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The way people work together in organizations is currently being decisively influenced by the digital transformation. This has far-reaching effects on the way work is done. Formal and informal processes of interaction and communication are influenced by this. The course Occupational and Organizational Psychology deals with the subject area, concepts and methods of work and organizational design. It focuses on the positive design of work processes and also looks at the impact of work in terms of the experience and actions of organizational members. The course provides students with tools that enable them to analyze, evaluate and design in the field of work and organizational psychology.

Course Outcomes

On successful completion, students will be able to

- classify industrial and organizational psychology as a subfield of business psychology.
- outline methodological approaches to labor analysis.
- recognize the need for organizations to transform into agile organizations and to name and apply their principles.
- see organizational development as a systematic process and to reflect it accordingly.
- initiate, implement and reflect on change processes in organizations.
- understand the impact of artificial intelligence and robotics on work and help design appropriate human-machine interaction measures from the perspective of industrial and organizational psychology to maintain a humane way of working.
- accompany corporate mergers from an organizational psychology perspective with
- appropriate measures.
- conduct active sourcing-based recruitment based on data and modern recruiting tools.
- operate contemporary measures of employee development and leadership development.
- implement performance appraisal procedures and be able to perform job performance evaluations.
- take on tasks in the areas of management and human resource leadership.

Contents

Literature
Compulsory Reading

Further Reading

- Arnold, J./Coyne, I./Randall, R./Patterson, F. (2020): Work Psychology: Understanding Human Behaviour in the Workplace. Work psychology. 7th Edition. Pearson Education, Harlow.
- Bolton, C./Machova, V./Kovacova, M./Valaskova, K. (2018): The power of Human-Machine Collaboration – Artificial intelligence, business automation and smart economy, In: Economics, Management, and Financial Markets, Vol. 13 (4), S.51 (6).
- Bayo-Moriones, A./Billon, M./Lera-López, F. (2017): Are new work practices applied together with ICT and AMT? In: The International Journal of Human Resource Management, Vol. 28 (4), S.553–580.
- Carney, B./Getz, I. (2009): Free your employees and let them lead your business to higher productivitiy, profits and growth. Crown Business, New York.
- Cook, K. (2020): The Psychology of Silicon Valley. Ethical Threats and Emotional Unintelligence in the Tech Industry. 1st Edition, Springer Nature, Cham.
- Demerouti, E./Corts, I. M./Boz, M. (Ed.) (2018): Current Issues in Work and Organizational Psychology. Routledge, London.
- Denning, S. (2015): How to make the whole organization agile. In: Strategy & Leadership, Vol. 43 (6), S. 8.
- Gregoriou, G. N./Neuhauser, K. L. (Ed.) (2007): Mergers and acquisitions. Current issues. Palgrave Macmillan, Basingstoke/Hampshire.
- Hamel, G. (2007): The future of management. Harvard Business School Press, Boston.
- Laloux, F. (2014): Reinventing organizations – A guide to creating organizations inspired by the next stage in human consciousness. Nelson Parker, Brussels.
- Lewis, R. (Ed.) (2013): Work and occupational psychology. Integrating theory and practice. Sage, Los Angeles.
- Pfeffer, J./Thiry, K. (2006): Leadership Challenges in building and growing a great company., Stanford Graduate School of Business, Santa Clara.
- Robertson, B. (2015): Holacracy. The New Management System that redefines Management. Henry Holt and Co., New York.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☐ Guideline
☑ Live Tutorium/Course Feed

Diversity Management
Module Code: DLMSVDM_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Stefanie Rödel (Diversity Management) / Prof. Dr. Karin Halbritter (Seminar: Diversity Management)

Contributing Courses to Module
▪ Diversity Management (DLMSVDM01_E) ▪ Seminar: Diversity Management (DLMSVDM02_E)

Module Exam Type	
Module Exam	**Split Exam**
	Diversity Management • Study Format "Distance Learning": Exam, 90 Minutes Seminar: Diversity Management • Study Format "Distance Learning": Written Assessment: Research Essay
Weight of Module see curriculum	

Module Contents

Diversity Management

- Introduction to Diversity Management
- Dimensions of Diversity
- Theories and Theoretical Approaches of Diversity Management
- Organizational Perspectives on Diversity Management
- Diversity Management as basis for Design of Solutions
- Selected Diversity Dimensions and Empirical Studies
- Critical Reflection on Diversity Management

Seminar: Diversity Management

Against the background of megatrends such as advancing Globalization, New Work and Digitalization, the workforces of companies and organizations in general are becoming increasingly diverse. In this module, current and practice-relevant aspects of Diversity Management are examined from different perspectives. Diversity is seen as an opportunity and not as a problem. Therefore, critical questions shall also be considered.

Learning Outcomes

Diversity Management

On successful completion, students will be able to

- describe the various aspects of diversity management in their specific contexts.
- identify potentials and challenges of Diversity Management in organizations.
- analyze and compare theories and concepts of Diversity Management.
- apply practical tools and methods of Diversity Management.
- analyze and question studies and statements regarding Diversity Management.
- critically examine the theoretical and practical aspects of Diversity Management.

Seminar: Diversity Management

On successful completion, students will be able to

- critically assess the importance of diversity in a world of constant Globalization and Digitalization.
- identify concepts and practices of Diversity Management in different contexts, industries and countries as well as to compare and evaluate them.
- develop concepts and ideas that lead to better acceptance and successful implementation of Diversity Management.
- independently discuss a current topic in Diversity Management using the contemporary and relevant literature (monographs and journals) and to develop solutions.

Links to other Modules within the Study Program	Links to other Study Programs of IUBH
This module is similar to other modules in the field of Human Resources	All Master Programs in the Human Resources field

Diversity Management

Course Code: DLMSVDM01_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

From an organizational perspective, Diversity Management encompasses strategies and methods to actively plan, coordinate and manage organizational diversity. Diversity Management aims to make accessible and utilize the diversity of individual competencies, characteristics, attitudes and cultural backgrounds of employees for the success of the organization. The focus is on recognizing and respecting differences in all their manifestations, such as origin, gender, age, religion, sexual orientation, etc., in order to promote the integration of organizational members and their well-being. Megatrends such as Globalization, Demographic Change and New Work foster the increase and gain in importance of diversity in organizations. Diversity will become the norm rather than the exception. This course will help students to recognize and understand the importance of diversity and acquire skills for effective and successful Diversity Management. By providing basic knowledge of Diversity Management theories and models, students will be empowered to develop and apply practical concepts and methods to realize the potential that diversity brings to the organization.

Course Outcomes

On successful completion, students will be able to

- describe the various aspects of diversity management in their specific contexts.
- identify potentials and challenges of Diversity Management in organizations.
- analyze and compare theories and concepts of Diversity Management.
- apply practical tools and methods of Diversity Management.
- analyze and question studies and statements regarding Diversity Management.
- critically examine the theoretical and practical aspects of Diversity Management.

Contents

1. Introduction to Diversity Management
    1.1 The Term Diversity and its Origin
    1.2 The Concept of Diversity Management
    1.3 The Need for Diversity Management: Trends and Backgrounds

2. Diversity Dimensions
    2.1 The Four Layer Model
    2.2 Primary Dimensions
    2.3 Secondary Dimensions

3. Theories and Theoretical Approaches of Diversity Management

    3.1   Social Identity Theory

    3.2   Stereotypes and Categorization

    3.3   Information Processing Theory

4. Diversity Management from an Organizational Perspective

    4.1   Organizational Design and Culture

    4.2   Organizational Change Processes

    4.3   Human Resources Management

    4.4   Employee Management

5. Diversity Management: Strategies and Concepts

    5.1   Conflict Reduction and Conflict Resolution

    5.2   Inclusion and Belonging

    5.3   Diversity Trainings

6. Selected Diversity Dimensions and Empirical Studies

    6.1   Gender (Women, Men, LGBTQ)

    6.2   Age and Generation

    6.3   Religion, Culture and Nationality

    6.4   People with Disabilities and Diseases (HIV)

    6.5   New Trends/Paradigms (Single Parent, Tele/Part-Time Workers, Dual Career Couples)

7. Critical Reflection of Diversity Management

    7.1   Diversity at any price?

    7.2   Dangers and Challenges

    7.3   Opportunities and Potentials

Literature
Compulsory Reading
Further Reading

- Browaeys, M.-J./Price, R. (2019): Understanding Cross-Cultural Management, Pearson Education, London.
- Dietz, J./Petersen, L.-E. (2006): Diversity Management. In: Stahl, G./Björkman, I.: Handbook of Research in International Human Resource Management. Edward Elgar Publishing, Cheltenham, Chapter 12, 223 – 243.
- Frémeaux, S. (2020): A Common Good Perspective on Diversity. Business Ethics Quarterly. 2020;30(2): 200-228.
- Gomez-Mejia, L./ Balkin, D./ Cardy, R. (2015): Managing Diversity. In: Gomez-Mejia, L./ Balkin, D./ Cardy, R. (Ed.): Managing Human Resources, Chapter 4, Pearson Education, 146-176.
- Harvey, C./Allard, M. J. (2014): Understanding and Managing Diversity: Readings, Cases, and Exercises. 6th Edition, Pearson, London.
- Kirton, G./Greene, A.-M. (2015): The Dynamics of Managing Diversity: A critical approach. 4th Edition, Routledge, United Kingdom.
- Lozano, J. F./ Escrich, T. (2017): Cultural Diversity in Business: A Critical Reflection on the Ideology of Tolerance. In: Journal of Business Ethics 142, 679–696.
- Mousa, M. (2020): Does Gender Diversity Affect Workplace Happiness for Academics? The Role of Diversity Management and Organizational Inclusion. In: Public Organization Review 2020/21, 119–135.
- Philips K. (2014): How Diversity works. Scientific American. Oct2014, Vol. 311 Issue 4, p43-47.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☐ Guideline
☑ Live Tutorium/Course Feed

Seminar: Diversity Management

Course Code: DLMSVDM02_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

This course discusses the rapidly increasing diversity in the workplace and the Globalization of markets as an opportunity for individual and organizational growth rather than a problem to be solved. For succeeding in today's Knowledge Economy, it is important to develop the ability to understand, engage, and integrate people from diverse backgrounds and worldviews - be they gender, nationality, age, generation, religion, educational background, etc. In order to benefit from the potential of diversity it is required to the develop concepts and practices which draw attention to this issues. They shall help to use diversity effectively, promote inclusion and create productive collaboration in these increasingly complex contexts. The topics discussed in this course will be approached by students in their current or future roles in private and public companies or institutions. Since diversity is in the best interest of these organizations, this course will help students to recognize and understand the importance of diversity. The students will gain skills for effective Diversity Management which openly address even critical issues.

Course Outcomes

On successful completion, students will be able to

- critically assess the importance of diversity in a world of constant Globalization and Digitalization.
- identify concepts and practices of Diversity Management in different contexts, industries and countries as well as to compare and evaluate them.
- develop concepts and ideas that lead to better acceptance and successful implementation of Diversity Management.
- independently discuss a current topic in Diversity Management using the contemporary and relevant literature (monographs and journals) and to develop solutions.

Contents

- Current topics and aspects of Diversity Management. The following catalog of topic is divided into three topic blocks. It provides the basis for the content. Topics can be supplemented or updated by the tutor.
- Topic block 1: Megatrends and Diversity
    - The diversity debate: Where are we coming from and where are we going to?
    - Demographic change and diversity
    - New Work and Diversity
    - Digitization and Diversity
    - Diversity and Inclusion in education

- Topic block 2: Diversity in the Workplace
  - Work-life Balance programs and their impact on Diversity
  - Diversity and the role of Leadership
  - Diversity and Media
  - Diversity and Marketing
  - Corporate Social Responsibility und Diversity
  - Diversity Management in international comparison
- Topic block 3: Diversity and implications for HR work
  - Recruiting, Retention of a diversified workforce
  - Diversity und Employer Branding
  - Education and training measures in the company concerning Diversity
  - Prejudice, stereotyping and bullying in the workplace: impact on individuals, teams and organizations.

Literature
Compulsory Reading
Further Reading

- Borak, M./Michalle, E. (2014): Managing Diversity. Toward a Globally Inclusive Workplace. 3rd. Edition, SAGE Publications, Los Angeles.
- Corritore, M./ Goldberg, A./ Srivastava, S. B. (2020): Duality in Diversity: How Intrapersonal and Interpersonal Cultural Heterogeneity Relate to Firm Performance. In: Administrative Science Quarterly, 2020;65(2), 359-394.
- Crittenden, V./Davis, C./Perren, R. (2020): Embracing Diversity in Marketing Education. Journal of Marketing Education. 2020;42(1):3-6.
- Davidson, M./Reinemund, S./Borst, G./Veihmeyer, J. B. (2012): How Hard Should You Push Diversity? Harvard Business Review, 90(11), 139–143.
- Deimer, C. (2011): Managing Diversity at ALPHA AIRLINES. In: Vedder, G./ Göbel, E./ Krause, F. (Hrsg.): Fallstudien zum Diversity Management, Reiner Hampp: München, 113-129.
- Entrekin, L./Scott-Ladd, B. D. (2014): Human Resource Management and Change: A Practising Manager's Guide. Routledge, London.
- Fernando, M./Romero-Fernández, P./Sánchez-Gardey, G. (2012): Transforming Human Resource Management Systems to Cope with Diversity. Journal of Business Ethics, 107(4), 511.
- Harvey, C./Allard, M. J. (2014): Understanding and Managing Diversity: Readings, Cases, and Exercises. 6th Edition, Pearson, London.
- Roshni, D. (2019): Diversity management as a strategic human resource agenda: critique and roadmap. In: Strategic HR Review, 2019;18(1), 26-29.
- Stojmenovska, D./Bol, T./Leopold, T. (2017): Does Diversity Pay? A Replication of Herring (2009). American Sociological Review, 82(4), 857.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Research Essay

Student Workload					
Self Study 120 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☐ Course Book
☐ Vodcast
☐ Shortcast
☐ Audio
☐ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☐ Live Tutorium/Course Feed

International Labour Law

Module Code: DLMHREEILL

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Alexandra Wuttig (Aspects of International Labour Law) / Prof. Dr. Alexandra Wuttig (Seminar: Current Issues in International Labour Law)

Contributing Courses to Module

- Aspects of International Labour Law (DLMHREAILL01)
- Seminar: Current Issues in International Labour Law (DLMHRESCTILL01)

Module Exam Type	
Module Exam	**Split Exam**
	Aspects of International Labour Law
	• Study Format "Distance Learning": Exam, 90 Minutes
	Seminar: Current Issues in International Labour Law
	• Study Format "Distance Learning": Written Assessment: Research Essay
Weight of Module	
see curriculum	

Module Contents

Aspects of International Labour Law

- Definition, Scope, Emergence and Objectives of International Labour Law
- The Institutional Labour Organization (ILO)
- Fundamental International Labour Standards included by ILO Conventions andRecommendations
- Other Sources of International Labour Law
- Relationship between ILO and UN Treaty Bodies
- The Concept of "Decent Work" and the Four Pillars of the Decent Work Agenda
- Efficiency of ILO Standards and Outlook

Seminar: Current Issues in International Labour Law

This course will focus on: current topics and issues that the global world of work faces, anunderstanding of the impact and efficiency of the international rules and principles that addresssuch issues and a critical appraisal of cases where international labour law has improved the livesof working human beings as well as contributed to improved social and economic outcomes.Through independent research students will be invited to evaluate ways how global organizationscan strive to balance commercial success with compliance, risk and cultural norms.

Learning Outcomes

Aspects of International Labour Law

On successful completion, students will be able to

- explain the concept, historical development and objectives of international labour law and identify its sources,
- reflect on the role of international organizations that deal with labour, in particular the International Labour Organization (ILO),
- define and explain the international labour standards regulated by basic ILO conventions and recommendations and evaluate the concept of "decent work",
- evaluate the impact of international labour law and how it affects our global world,
- assess the effectiveness of various strategies used to resolve workplace conflicts and contribute to social and economic development,
- think critically and theoretically about workplace restructuring and be able to debate and evaluate alternatives.

Seminar: Current Issues in International Labour Law

On successful completion, students will be able to

- evaluate the multiple facets of international labour law and its impact on the global world of work, both in theory and in practice,
- evaluate the concept of corporate social responsibility,
- assess the effectiveness of various strategies used to resolve workplace conflicts and contribute to social and economic development,
- undertake detailed analysis and deliver complex policy advice based on the fundamental rights and principles of international labour law, and
- explain the legal standards of international labour law and how they interact with the broader international legal framework.

Links to other Modules within the Study Program	Links to other Study Programs of IUBH
This module is similar to other modules in the field of Law	All Master Programs in the Business & Management field

Aspects of International Labour Law

Course Code: DLMHREAILL01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

The world of work has changed from its origins to the 21st century and it continues to evolve with the challenges of globalization becoming more apparent every day. In a global world, international labour law (the body of rules spanning public and private international law which regulate issues concerning the workplace) is crucial for securing human rights at work and dealing with the negative effects of globalization. As recognized by the international community, labour is not a commodity; it is not an inanimate product. As work is part of everyone's daily life and is vital for an individual's dignity, well-being and development as a human being, international labour standards are there to ensure conditions that allow for work in freedom, safety and dignity. The objective of this course is to provide students with a broad understanding of how processes of globalization and work restructuring are affecting workers. Students will gain a theoretical know-how on, and a general understanding of, the substantive and procedural rules and principles governing labour and work. Furthermore, the course will cover the work of international labour law institutions and the scope and content of the most important international labour law standards and their practical applicability.

Course Outcomes

On successful completion, students will be able to

- explain the concept, historical development and objectives of international labour law and identify its sources,
- reflect on the role of international organizations that deal with labour, in particular the International Labour Organization (ILO),
- define and explain the international labour standards regulated by basic ILO conventions and recommendations and evaluate the concept of "decent work",
- evaluate the impact of international labour law and how it affects our global world,
- assess the effectiveness of various strategies used to resolve workplace conflicts and contribute to social and economic development,
- think critically and theoretically about workplace restructuring and be able to debate and evaluate alternatives.

Contents

1. Introduction: Definition, Scope, Emergence and Objectives of International Labour Law
    1.1 The Definition of International Labour Law and its Scope
    1.2 The Emergence of International Labour Law and its Evolution
    1.3 The Objectives of International Labour Law

2. The Institutional Labour Organization (ILO)

    2.1   Founding Principles of the ILO and its Mandate

    2.2   Institutional Framework: Tripartite Composition and Structure of the ILO

    2.3   Working Principles and Supervision Mechanism of the ILO

    2.4   Critical Assessment: Significant Successes and Shortcomings

3. Fundamental International Labour Standards included by ILO Conventions and Recommendations

    3.1   International Labour Instruments: Conventions and Recommendations

    3.2   Freedom of Association and the Right to Collective Bargaining

    3.3   Equal Treatment and Non-Discrimination

    3.4   Prohibition on Forced Labour

    3.5   Prohibition on Child Labour

4. Other Sources of International Labour Law

    4.1   Treaties Adopted Outside the ILO Framework

    4.2   International Human Rights Instruments as Sources of International Labour Law

    4.3   Other Standard-Setting Instruments

5. Relationship between ILO and UN Treaty Bodies

    5.1   Committee on Economic, Social and Cultural Rights (CESCR)

    5.2   Rights of Child (CRC)

    5.3   Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)

    5.4   Economic and Social Council's (ECOSOC) Functional Commissions

    5.5   Other Multilateral Institutions Relevant to International Labour Law

6. The Concept of "Decent Work" and the Four Pillars of the Decent Work Agenda

    6.1   The Concept of "Decent Work"

    6.2   First Pillar: Employment Creation

    6.3   Second Pillar: Social Protection

    6.4   Third Pillar: Rights at Work

    6.5   Fourth Pillar: Social Dialogue

7. Efficiency of ILO Standards and Outlook

    7.1   Supervision and Promotion of ILO Standards

    7.2   Implementation Difficulties and how to Overcome these

    7.3   Economic Constraints

    7.4   Problems Arising from Globalization

    7.5   Outlook

Literature
Compulsory Reading
Further Reading ▪ Blackett, A. (2019): Everyday Transgressions: Domestic Workers' Transnational Challenge to International Labor Law. ILR Press, Ithaca, NY, USA. ▪ Feldacker, B. S. / Hayes, M. J. (2014): Labor Guide to Labor Law. 5th edition, ILR Press, Ithaca, NY, USA. ▪ Servais, J.-M. (2014): International Labour Law. 6th edition, Wolters Kluwer, International, USA.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Presence**	**Tutorial**	**Self Test**	**Practical Experience**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	
☑ Exam Template	

Seminar: Current Issues in International Labour Law
Course Code: DLMHRESCTILL01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

The world of work has changed from its origins to the 21st century and it continues to evolve with the challenges of globalization becoming more apparent every day. In a global world, international labour law (the body of rules spanning public and private international law which regulate issues concerning the workplace) is crucial for securing human rights at work and dealing with the negative effects of globalization. This course is designed to enrich the practical understanding of employment, work and equality by investigating the various legal concepts that regulate international work relations. The course will focus on current issues significant to the global world of work, an understanding of the impact and efficiency of the international rules and principles that address such issues, and a critical appraisal of cases where international labour law has improved the lives of working human beings as well as contributed to improved social and economic outcomes. Students will be invited to examine wide-ranging questions concerning the impact of law, regulation, policy and practice, to research the issues at hand and to reflect critically on both the methods and remedies available to international labour law, including its relevance and effectiveness from a practical point of view.

Course Outcomes

On successful completion, students will be able to

- evaluate the multiple facets of international labour law and its impact on the global world of work, both in theory and in practice,
- evaluate the concept of corporate social responsibility,
- assess the effectiveness of various strategies used to resolve workplace conflicts and contribute to social and economic development,
- undertake detailed analysis and deliver complex policy advice based on the fundamental rights and principles of international labour law, and
- explain the legal standards of international labour law and how they interact with the broader international legal framework.

Contents

- In this course students will independently research current topics of international labour law. Students will explore significant issues of the global world of work and, thereby, develop an understanding of the impact and efficiency of the international rules and principles that address such issues. Students will be asked to critically examine and evaluate cases where international labour law has improved the lives of working human beings, and contributed to improved social and economic outcomes. Thereby, students will develop an in-depth

understanding of how processes of globalization and work restructuring are affecting workers. Furthermore, students will have an opportunity to research ways how organizations can strive to balance commercial success with compliance, reputational risk and cultural norms.

- Possible topics for assessed assignments are:

  - The role of international legal principles in the face of modern-day inequalities
  - "Indecent work": An update on the ILO's work on forced labour, slavery and human trafficking
  - The reach of extra-territorial law, the power of "soft" law and increasing reporting obligations
  - NGO and global union campaigns: Current priorities, trends and agreements
  - Case-study examples of employment practices in international employers
  - Cultural difference as a barrier to compliance
  - New ILO review of supply chain standards
  - Hard law on the horizon? The prospect of a business and human rights treaty
  - Gender based violence at the workplace

Literature
Compulsory Reading
Further Reading

- Blackett, A. (2019): Everyday Transgressions: Domestic Workers' Transnational Challenge to International Labor Law, ILR Press, Ithaca, NY, USA.
- Feldacker, B. S. / Hayes, M. J. (2014): Labor Guide to Labor Law. 5th edition, ILR Press, Ithaca, NY, USA.
- Servais, J.-M. (2014): International Labour Law. 6th edition, Wolters Kluwer, International, USA.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Research Essay

Student Workload					
Self Study	**Presence**	**Tutorial**	**Self Test**	**Practical Experience**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods
☐ Learning Sprints® ☐ Review Book ☐ Course Book ☐ Creative Lab ☐ Vodcast ☑ Guideline ☐ Shortcast ☐ Live Tutorium/Course Feed ☐ Audio ☐ Exam Template

Negotiation and Intercultural Management

Module Code: DLMHREENIM

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Georg Berkel (Negotiation) / Prof. Dr. Markus Prandini (Intercultural Management)

Contributing Courses to Module
▪ Negotiation (DLMNEGE01-01) ▪ Intercultural Management (DLMINTIM01_E)

Module Exam Type	
Module Exam	**Split Exam**
	Negotiation • Study Format "Distance Learning": Oral Assignment Intercultural Management • Study Format "Fernstudium": Exam, 90 Minutes
Weight of Module see curriculum	

Module Contents

Negotiation

- The significance and nature of negotiation
- The distribution of value
- Distributive negotiation tactics
- The creation of value
- Value creation negotiation tactics
- The negotiator's dilemma
- Learning to negotiate

Intercultural Management

- Fundamentals and classification of intercultural management
- Role and importance of intercultural management for companies
- Diversity management in intercultural management
- Entrepreneurial aspects in decision-making for intercultural management
- Focal points of intercultural management
- Intercultural management in selected countries

DLMHREENIM

Learning Outcomes

Negotiation

On successful completion, students will be able to

- Describe the process of negotiation and the interconnected but opposing processes of value distribution and value creation.
- Recognize common myths and misconceptions regarding negotiation and negotiators and take measures to avoid common pitfalls.
- Apply empirical insights about the process of negotiation to negotiation scenarios.
- Negotiate with various other parties using value distribution and value creation tactics.
- Engage in a process of self-reflection and utilize a variety of tools to improve performance as a novice negotiator.

Intercultural Management

On successful completion, students will be able to

- recognize and classify intercultural management as an independent discipline in business administration.
- use important cultural theories and cultural dimensions as a basis for business decisions in an international context.
- analyze relevant core competencies of a company for successful intercultural management and apply them in concrete situations.
- identify and manage culture-specific influences on the strategy, marketing and human resources of internationally active companies.
- apply important aspects of intercultural management in leadership, communication and cooperation in international teams.
- demonstrate cultural sensitivity and deeper understanding of international cooperation with selected cultural regions (Germany, USA, China).

Links to other Modules within the Study Program	Links to other Study Programs of IUBH
This module is similar to other modules in the fields of Business Administration & Management	All Master Programs in the Business & Management fields

Negotiation

Course Code: DLMNEGE01-01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

The course enables students to learn about both the negotiation process and actually how to negotiate. In order to understand the rules that govern the interpersonal decision-making process that is negotiation, it is essential to have an in-depth understanding of the two sides of negotiation: the distribution of value and the creation of value. This course begins by introducing students to the pervasive nature of negotiation and some of the common myths and misconceptions that limit the potential benefits that can be gained through effective negotiation. It then delves into the concept of distribution value and the specific tactics that can be employed in order to arrive at the most favorable outcome. Students will then explore value creation and how to implement tactics to move from a win-lose scenario to a win-win. The course will then offer insights drawn from game theory (including the prisoner's dilemma, the "stag hunt game," the "tit-for-tat" strategy) before concluding with a focused exploration of how to manage the process of implementing negotiation theory in practice, avoiding pitfalls and allowing for effective negotiation learning.

Course Outcomes

On successful completion, students will be able to

- Describe the process of negotiation and the interconnected but opposing processes of value distribution and value creation.
- Recognize common myths and misconceptions regarding negotiation and negotiators and take measures to avoid common pitfalls.
- Apply empirical insights about the process of negotiation to negotiation scenarios.
- Negotiate with various other parties using value distribution and value creation tactics.
- Engage in a process of self-reflection and utilize a variety of tools to improve performance as a novice negotiator.

Contents

1. The Significance and Nature of Negotiation
    1.1 The Nature and Types of Negotiation
    1.2 Misconceptions About Negotiation and Myths About Negotiators

2. The Distribution of Value
    2.1 The Pie: Zone of Possible Agreement
    2.2 Slicing the Pie: Maximizing Distributive Outcomes

Literature
Compulsory Reading

Further Reading

- Bazerman, M. H., & Neale, M. A. (1993).
  Negotiating rationally
  . New York: The Free Press.
- Berkel, G. (2013). Contract management. In M. Kleinaltenkamp, W. Plinke, & I. Geiger (Eds.),
  Business project management and marketing: Mastering business markets.
  Heidelberg: Springer.
- Brett, J. M. (2014).
  Negotiating globally: How to negotiate deals, resolve dispute, and make decisions across cultural boundaries
  . San Francisco: Jossey-Bass.
- De Cremer, D., & Pillutla, M. (2013).
  Making negotiations predictable: What science tells us
  . Basingstoke: Palgrave Macmillan.
- Der Foo, M., Anger Elfenbein, H., Hoon Tan, H., & Chuan Aik, V. (2004). Emotional intelligence
  and negotiation: The tension between creating and claiming value.
  International Journal of Conflict Management, 15
  (4), 411–429.
- Diekmann, K., & Galinsky, A. D. (2006). Overconfident, underprepared: Why you may not be
  ready to negotiate.
  Negotiation, 9
  (10), 6–9.
- Dunning, D., Johnson, K., Ehrlinger, J., & Kruger, J. (2003). Why people fail to recognize their
  own incompetence.
  Current Directions in Psychological Science, 12
  (3), 83–87.
- Fisher, R., Ury, W. L., & Patton, B. (2011).
  Getting to yes: Negotiating agreement without giving in
  (3rd ed.). London: Penguin Books.
- Galinsky, A. D., & Mussweiler, T. (2001). First offers as anchors: The role of perspective- taking
  and negotiator focus.
  Journal of Personality & Social Psychology, 81
  (4), 657–669.
- Gigerenzer, G. (2005). I think, therefore I err.
  Social Research, 72
  (1), 195–218.
- Kahneman, D. (2011).
  Thinking, fast and slow
  . London: Penguin Books.
- Katz, G. (2011).
  Intercultural negotiations: The unique case of Germany and Israel.
  Berlin: Books on Demand.
- Lax, D. A., & Sebenius, J. K. (1986).
  The manager as negotiator: Bargaining for cooperation

  and competitive gain.
  New York, NY: Free Press.
- Liberman, V., Samuels, S. M., & Ross, L. (2004). The name of the game: Predictive power
  of reputations versus situational labels in determining prisoner's dilemma game moves.
  Personality

  and Social Psychology Bulletin, 30

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Oral Assignment

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	
☐ Exam Template	

Intercultural Management

Course Code: DLMINTIM01_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

Course Description

With the ever growing globalization of the economy, the demands on managers and employees to operate successfully in an international environment have increased. An important core competence of internationally active companies is the skill to competently deal with the idiosyncrasies of other cultures. In business administration, an independent discipline of intercultural management has therefore been developed to examine the behavior and cooperation of people from countries and organizations around the world and to derive recommendations for successful interactions on a corporate and personal level. This course provides students with a conceptual framework for a systematic understanding of the concept of culture, cultural synergies and differences, and the convergence and divergence of cultural norms and values. Students acquire the knowledge and intercultural skills necessary to manage and work across borders and cultures in a changing global business environment.

Course Outcomes

On successful completion, students will be able to

- recognize and classify intercultural management as an independent discipline in business administration.
- use important cultural theories and cultural dimensions as a basis for business decisions in an international context.
- analyze relevant core competencies of a company for successful intercultural management and apply them in concrete situations.
- identify and manage culture-specific influences on the strategy, marketing and human resources of internationally active companies.
- apply important aspects of intercultural management in leadership, communication and cooperation in international teams.
- demonstrate cultural sensitivity and deeper understanding of international cooperation with selected cultural regions (Germany, USA, China).

Contents

1. Fundamentals and classification of intercultural management
    1.1 Intercultural management as an independent discipline in business administration
    1.2 Important cultural concepts as basis for intercultural management
    1.3 Important cultural dimensions as basis for intercultural understanding

2. Role and importance of intercultural management for companies
   - 2.1 International developments and contexts for enterprises
   - 2.2 Connection between national culture and corporate culture
   - 2.3 Entrepreneurial core competencies for successful intercultural management

3. Diversity management in intercultural management
   - 3.1 Working with diversity in companies
   - 3.2 Management styles in individualistic and collectivist cultures
   - 3.3 Reconciliation of cultural dilemmas

4. Entrepreneurial decision-making dimensions of intercultural management
   - 4.1 Strategy
   - 4.2 Marketing
   - 4.3 Human Resources Management (HRM)

5. Focal points of intercultural management
   - 5.1 Intercultural management and Corporate Governance
   - 5.2 Intercultural communication
   - 5.3 Intercultural teamwork

6. Intercultural management in selected countries
   - 6.1 Germany
   - 6.2 USA
   - 6.3 China

Literature
Compulsory Reading
Further Reading

- Browaeys, M-J. / Price, R. (2015): Understanding Cross-Cultural Management. 3rd Edition, Pearson, Upper Saddle River.
- Deresky, H. (2017): International Management: Managing Across Borders and Cultures. 9th Edition, Pearson Education Limited, Harlow.
- Steers, R. M. / Nardon, L. / Sanchez-Runde, C. J. (2016): Management across Cultures. Developing Global Competencies. Cambridge University Press, Cambridge.
- Thomas, D.C. / Inkson, K. (2017): Cultural Intelligence: Surviving and Thriving in the Global Village. 3rd Edition, Berrett-Koehler Publishers, Oakland.
- Trompenaars, F. (2012): Riding the Waves of Culture. Understanding Cultural Diversity in Global Business. 3rd Edition, N. Brealey Publishing, London/Boston.

Study Format Fernstudium

Study Format	Course Type
Fernstudium	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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Master Thesis

Module Code: DLMMTHES

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	See current study and exam regulations (SPO)	MA	15	450 h

Semester / Term	Duration	Regularly offered in	Language of Instruction
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Katharina-Maria Rehfeld (Master Thesis) / Prof. Dr. Katharina-Maria Rehfeld (Colloquium)

Contributing Courses to Module
▪ Master Thesis (DLMMTHES01) ▪ Colloquium (DLMMTHES02)

Module Exam Type	
Module Exam	**Split Exam** Master Thesis • Study Format "Fernstudium": Written Assessment: Master Thesis (90) Colloquium • Study Format "Fernstudium": Presentation: Colloquium (10)
Weight of Module see curriculum	

Module Contents

Master Thesis

- Written Master Thesis

Colloquium

- Thesis Defense

Learning Outcomes

Master Thesis

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- analyse selected tasks with scientific methods, critically evaluate them and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyse existing (research) literature appropriate to the topic of the Master's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

Colloquium

On successful completion, students will be able to

- present a problem from their field of study under consideration of academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in the Master's thesis.
- actively answer subject-related questions from subject experts (experts of the Master's thesis).

Links to other Modules within the Study Program	Links to other Study Programs of IUBH
All modules in the master program	All Master Programmes

Master Thesis

Course Code: DLMMTHES01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		13.5	See current study and exam regulations (SPO)

Course Description

The aim and purpose of the Master's thesis is to successfully apply the subject-specific and methodological competencies acquired during the course of study in the form of an academic dissertation with a thematic reference to the major field of study. The content of the Master's thesis can be a practical-empirical or theoretical-scientific problem. Students should prove that they can independently analyse a selected problem with scientific methods, critically evaluate it and work out proposed solutions under the subject-methodological guidance of an academic supervisor. The topic to be chosen by the student from the respective field of study should not only prove the acquired scientific competences, but should also deepen and round off the academic knowledge of the student in order to optimally align his professional abilities and skills with the needs of the future field of activity.

Course Outcomes

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- analyse selected tasks with scientific methods, critically evaluate them and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyse existing (research) literature appropriate to the topic of the Master's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

Contents

- Within the framework of the Master's thesis, the problem as well as the scientific research goal must be clearly emphasized. The work must reflect the current state of knowledge of the topic to be examined by means of an appropriate literature analysis. The student must prove his ability to use the acquired knowledge theoretically and/or empirically in the form of an independent and problem-solution-oriented application.

Literature
Compulsory Reading
Further Reading ▪ Hunziker, A. W. (2010): Fun at scientific work. This is how you write a good semester, bachelor or master thesis. 4th edition, SKV, Zurich. ▪ Wehrlin, U. (2010): Scientific work and writing. Guide to the preparation of Bachelor's theses, Master's theses and dissertations - from research to book publication. AVM, Munich. ▪ Selection of literature according to topic

Study Format Fernstudium

Study Format	Course Type
Fernstudium	Thesis

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Master Thesis

Student Workload					
Self Study 405 h	**Presence** 0 h	**Tutorial** 0 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 405 h

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Colloquium

Course Code: DLMMTHES02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		1.5	See current study and exam regulations (SPO)

Course Description

The colloquium will take place after submission of the Master's thesis. This is done at the invitation of the experts. During the colloquium, the students must prove that they have fully independently produced the content and results of the written work. The content of the colloquium is a presentation of the most important work contents and research results by the student, and the answering of questions by the experts.

Course Outcomes

On successful completion, students will be able to

- present a problem from their field of study under consideration of academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in the Master's thesis.
- actively answer subject-related questions from subject experts (experts of the Master's thesis).

Contents

- The colloquium includes a presentation of the most important results of the Master's thesis, followed by the student answering the reviewers' technical questions.

Literature

Compulsory Reading

Further Reading

- Renz, K.-C. (2016): The 1 x 1 of the presentation. For school, study and work. 2nd edition, Springer Gabler, Wiesbaden.

Study Format Fernstudium

Study Format	Course Type
Fernstudium	Thesis Defense

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Presentation: Colloquium

Student Workload					
Self Study 45 h	**Presence** 0 h	**Tutorial** 0 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 45 h

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