

# MODULE HANDBOOK

## **Master of Science**

Master Industrial and Organizational Psychology (FS-  
OI-EU-MAIOP-60-01)

60 CP

**Distance Learning**

Classification: Consecutive

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# 1. Semester

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## Strategic Management

Module Code: DLMBSME

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> None	<b>Study Level</b> MBA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Josephine Zhou-Brock (Strategic Management)

### Contributing Courses to Module

- Strategic Management (DLMBSME01)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Exam, 90 Minutes

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Foundations and concepts of strategic management
- Strategic planning process
- International challenges of strategic management

**Learning Outcomes****Strategic Management**

On successful completion, students will be able to

- understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling.
- apply appropriate analysis tools in order to methodically address specific business decisions in the international business environment, taking intercultural aspects into account.
- analyze the capabilities of various organizations, that operate in different fields, from a functional and resource perspective by evaluating its strengths and weaknesses.
- develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization.
- evaluate strategies by employing appropriate controlling tools.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Business Administration & Management.

**Links to other Study Programs of the University**

All Master Programmes in the Business & Management field.

## Strategic Management

Course Code: DLMBSME01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MBA	English		5	None

### Course Description

Various methods of strategic market analysis are presented in this course so as to allow students to evaluate risks and opportunities in global markets, highlighting intercultural aspects, by looking at organizations operating in different countries. Students learn to analyze and understand strengths and weaknesses of organizations from various disciplines (products, services, NGOs etc.) that face specific market situations. Supported by new developments in the field of market research, the process for identifying and analyzing core competencies and competitive advantages in national and international environments is discussed at length. Students are supported to plan strategic alternatives and to implement and control these by taking on fictitious roles within various different organizations. Exercises and international case studies help students to identify with the role of management and participate in the strategic planning process as well as in operational management. This helps students understand the problems companies regularly face and comprehend how methods of modern management can be used in order to solve these.

### Course Outcomes

On successful completion, students will be able to

- understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling.
- apply appropriate analysis tools in order to methodically address specific business decisions in the international business environment, taking intercultural aspects into account.
- analyze the capabilities of various organizations, that operate in different fields, from a functional and resource perspective by evaluating its strengths and weaknesses.
- develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization.
- evaluate strategies by employing appropriate controlling tools.

### Contents

1. What is Strategy?
  - 1.1 What is a Corporate Strategy?
  - 1.2 What Has to be Taken into Consideration when Making Strategic Decisions?
  - 1.3 Who Takes Part in Developing a Strategy?
  - 1.4 What is Included in a Solid Strategic Plan?



2. The Strategic Environment
  - 2.1 Where Are We in the Market Place? The Macro Environment
  - 2.2 Where Are We in the Market Place? The Micro Environment
  - 2.3 Analysis, Strategic Capabilities, and the Five Forces Model
3. The Position in the Market
  - 3.1 Why Do We Exist?
  - 3.2 What is Our Position in the Market?
  - 3.3 What Information Does the Company Need?
  - 3.4 What Capabilities Does the Company Have?
  - 3.5 What Capabilities Do Others Have?
4. What Strategic Options Are Available to the Strategic Business Unit (SBU)?
  - 4.1 What Strategic Options Does the SBU Have?
  - 4.2 Interactive Strategies
  - 4.3 Product Life Cycle
5. What Strategic Options Are Available to the Corporation?
  - 5.1 Areas to Consider When Formulating a Strategy
  - 5.2 Strategic Options
  - 5.3 Outsourcing
  - 5.4 Product Portfolio Analysis Using the BCG Matrix
  - 5.5 Product Portfolio Analysis Using the GE-McKinsey Matrix
6. What International Strategies Are Available?
  - 6.1 Why Do Companies Go International?
  - 6.2 What Factors Contribute to the Decision About Which Country to Invest In?
  - 6.3 How Can a Company Invest Internationally?
7. Do-It-Yourself, Buy, or Ally?
  - 7.1 Do-It-Yourself
  - 7.2 Mergers and Acquisitions (M&As)
  - 7.3 Strategic Alliances
  - 7.4 How to Decide Whether to Buy, Ally, or Do-It-Yourself?
8. How to Evaluate Strategies?
  - 8.1 How to Evaluate Strategy?
  - 8.2 Implementing Strategy

**Literature****Compulsory Reading****Further Reading**

- Hooley, G. J., Piercy, N., Nicoulaud, B., & Rudd, J. M. (2017). *Marketing strategy and competitive positioning* (6th ed.). Harlow: Pearson Education.
- Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P. (2017). *Exploring strategy: Text and cases* (10th ed.). Harlow: Pearson Education.
- Kotler, P. T., & Keller, K. L. (2015). *Marketing management* (15th ed.). Harlow: Pearson.
- Porter, M. (2004). *Competitive strategy: Techniques for analyzing industries and competitors*. New York, NY: Free Press.
- Porter, M. (2008). *On competition* (2nd ed.). Boston: Harvard Business Review Press.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Conversation Management and Communication Techniques

Module Code: DLMWPGUK\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Caroline Trautwein (Conversation Management and Communication Techniques)

### Contributing Courses to Module

- Conversation Management and Communication Techniques (DLMWPGUK01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Forms of Communication
- Means of Communication Techniques of Communication
- Communication with Specific Groups Conversation Management
- Means in Conversation
- Dealing with Difficult Conversation Situations

**Learning Outcomes****Conversation Management and Communication Techniques**

On successful completion, students will be able to

- place the importance of the areas of communication techniques and interviewing in the overall context of business psychology,
- identify goals and forms of communication and interviewing in the context of business psychology,
- use and apply means, methods and instruments of communication and conversation in the context of business psychology,
- identify and understand purposeful communication and conversation management techniques against the backdrop of difficult and deadlocked situations,
- explain and develop appropriate measures of communication and conversation,
- discuss and uncover problems of communication and conversation and suggest alternative approaches.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Social Work

**Links to other Study Programs of the University**

All Master Programs in the Social Sciences field

## Conversation Management and Communication Techniques

Course Code: DLMWPGUK01\_E

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

### Course Description

Good communication skills are the key to professional success. To achieve professional goals, you have to be convincing in conversations. Only those who really understand their conversation partners and are also understood by them, will achieve a good result more quickly. To achieve this, it is essential to be prepared, especially for difficult conversations, and to have a toolbox of different conversation techniques at your disposal, so that can be used in a targeted manner to make constructive communication possible. In addition to certain means of communication, this also requires special techniques and methods. Knowledge and understanding of the psychological and human aspects of the use of communication techniques and the conduct of discussions are an important basis for the success of discussions in the context of business psychology. The course also addresses difficult and critical discussion situations as well as communication with specific target groups. Students learn about different communication styles, communication techniques as well as the phases of conducting discussions in order to specifically prepare for and conduct discussions with other team members as well as external partners. You will learn how to better adapt to your conversation partners and act accordingly in order to achieve good results for both sides.

### Course Outcomes

On successful completion, students will be able to

- place the importance of the areas of communication techniques and interviewing in the overall context of business psychology,
- identify goals and forms of communication and interviewing in the context of business psychology,
- use and apply means, methods and instruments of communication and conversation in the context of business psychology,
- identify and understand purposeful communication and conversation management techniques against the backdrop of difficult and deadlocked situations,
- explain and develop appropriate measures of communication and conversation,
- discuss and uncover problems of communication and conversation and suggest alternative approaches.

**Contents**

1. Basics of Communication
  - 1.1 Defining and Characterizing Communication
  - 1.2 Modeling Communication
  - 1.3 Functions of Communication
  - 1.4 Communication Competence
2. Forms of Communication
  - 2.1 Types of Communication
  - 2.2 Modalities of Communication
  - 2.3 Verbal Communication
  - 2.4 Nonverbal Communication
3. Perception in the Communication Process
  - 3.1 Perception Process
  - 3.2 Perceiving Others
  - 3.3 Perceiving and Presenting Self
  - 3.4 Communicative Styles
4. Communication Techniques
  - 4.1 Listening
  - 4.2 Perspective Taking
  - 4.3 Questioning
  - 4.4 I-language
  - 4.5 Complete Messages
  - 4.6 Metacommunication
  - 4.7 Neuro Linguistic Programming Techniques
5. Communication at Work
  - 5.1 Communication in Dyads
  - 5.2 Communication in Teams
  - 5.3 Organizational Communication
  - 5.4 Communication with the Public
6. Conversation Strategies
  - 6.1 Shaping Relationships
  - 6.2 Handling Self-Disclosure
  - 6.3 Presenting Content



- 6.4 Employing Influence
- 6.5 Planning and Structuring Conversations
- 6.6 Problem-solving in groups
7. Difficult Conversations
  - 7.1 Conveying Difficult Content
  - 7.2 Difficult Interaction Partners
  - 7.3 Conflicts
  - 7.4 Feedback Rules
8. Public Communication
  - 8.1 Types
  - 8.2 Rhetorics
  - 8.3 Preparing
  - 8.4 Delivering
  - 8.5 The influence of social media

**Literature****Compulsory Reading****Further Reading**

- Adler, R. B., Rodman, G. R., & du Pré, A. (2017). *Understanding human communication* (13thed.). Oxford University Press.
- *Communication in the real world: An introduction to communication studies*. (2016). University of Minnesota Libraries Publishing.
- Hargie, O. (2017). *Skilled interpersonal communication: Research, theory and practice* (6thed.). Routledge.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Oral Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

## Applied Research

Module Code: DLMAF\_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 and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

### Module Coordinator

Prof. Dr. Julia Pitters (Applied Research)

### Contributing Courses to Module

- Applied Research (DLMAF01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Fundamentals of Empirical Research
- The Empirical Research Process
- Qualitative Survey Research
- Standardized Survey Research
- Experimental Research
- Specifics of Research with Secondary and Observational Data

**Learning Outcomes****Applied Research**

On successful completion, students will be able to

- evaluate the type and quality of empirical research and of concrete empirical research results based on relevant criteria.
- identify appropriate data and research methods to empirically address a specific problem or research question.
- name and critically compare the process steps as well as the potentials, aims and limitations of different quantitative and qualitative research methods.
- recognize and consider basic ethical and legal aspects while conducting empirical research.
- design an empirical and theory-based study on their own to adequately address a specific applied research problem.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Methods

**Links to other Study Programs of the University**

All Master Programs in the field of Business & Management

## Applied Research

Course Code: DLMAF01\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	None

### Course Description

The course teaches central concepts and methods of applied empirical research. The students acquire profound knowledge to evaluate the quality as well as the limitations of different empirical research approaches. First, students learn the central theoretical foundations of empirical research and the central process steps of empirical research projects. In doing so, students are also sensitised to the ethical and legal challenges. The course deals in depth with the application of central qualitative and quantitative research methods, for each of which the central goals and decision areas, their strengths, and weaknesses, as well as practical recommendations for application are discussed. The course enables students to develop an empirical study for an applied problem in their field or professional environment and to critically evaluate the quality of empirical findings as well as their validity.

### Course Outcomes

On successful completion, students will be able to

- evaluate the type and quality of empirical research and of concrete empirical research results based on relevant criteria.
- identify appropriate data and research methods to empirically address a specific problem or research question.
- name and critically compare the process steps as well as the potentials, aims and limitations of different quantitative and qualitative research methods.
- recognize and consider basic ethical and legal aspects while conducting empirical research.
- design an empirical and theory-based study on their own to adequately address a specific applied research problem.

### Contents

1. Fundamentals of Empirical Research
  - 1.1 Aims and Basic Approaches of Empirical Research
  - 1.2 Objectivity, Reliability, and Validity of Empirical Research
  - 1.3 Causality
2. The Empirical Research Process
  - 2.1 Determination of the Research Objective
  - 2.2 Choice of Research Design

- 2.3 Data Collection and Data Analysis
- 2.4 Interpretation and Presentation of Results
- 2.5 Ethical and Legal Aspects of Empirical Research
3. Qualitative Survey Research
  - 3.1 Fundamentals, Goals and Process Steps
  - 3.2 Central Forms of Data Collection
  - 3.3 Methods to Analyse Qualitative Data
  - 3.4 Quality Assessment
4. Standardized Survey Research
  - 4.1 Fundamentals, Goals and Process Steps
  - 4.2 Central Forms of Data Collection
  - 4.3 Questionnaire Design, Measurement and Operationalization
  - 4.4 Sampling and Sample Evaluation
  - 4.5 Quality Assessment
5. Experimental Research
  - 5.1 Fundamentals, Goals and Process Steps
  - 5.2 Types of Experiments and Experimental Designs
  - 5.3 Measurement and Manipulation of Variables
  - 5.4 Key Implementation Challenges
  - 5.5 Quality Assessment
6. Specifics of Research with Secondary and Observational Data
  - 6.1 Fundamentals, Goals and Specifics
  - 6.2 Selected Approaches to Analyse Secondary Data
  - 6.3 Selected Approaches to Analyse Observational Data

**Literature****Compulsory Reading****Further Reading**

- Flick, U. (2018). *An Introduction to Qualitative Research* (6th edition). Sage.
- Gravetter, F. J., & Forzano, L. A. B. (2018). *Research Methods for the Behavioral Sciences* (6th edition). Cengage Learning.
- Quinlan, C., Babin, B., Carr, J. Griffin, M., & Zikmund, W. G. (2019). *Business Research Methods* (2nd edition). Cengage Learning.
- Vomberg, A., & Klarmann, M. (2021). *Crafting Survey Research: A Systematic Process for Conducting Survey Research*. In C. Homburg, M. Klarmann, & A. E. (Eds.), *Handbook of market research* (pp. 1-53). Springer.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Creative Lab	<b>Learning Material</b> <input checked="" type="checkbox"/> Reader	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline



## Coaching and Consulting

Module Code: DLMWPCUB\_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 and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

### Module Coordinator

Prof. Dr. Caroline Trautwein (Coaching and Consulting)

### Contributing Courses to Module

- Coaching and Consulting (DLMWPCUB01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Case Study

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Management Consulting - A Professional Service
- The Work of Management Consultants
- Methods and Techniques in Management Consulting
- Issues in Management Consulting
- Coaching – An Emerging Profession
- The Process of Coaching
- Approaches to Coaching

**Learning Outcomes****Coaching and Consulting**

On successful completion, students will be able to

- consider the topics "coaching" and "consulting" differentiated from each other.
- explain the relevance of consulting and coaching in an economic context.
- weigh up the extent to which the method of consulting or coaching should be used depending on the occasion.
- distinguish different coaching approaches from each other.
- apply the acquired knowledge and methodological skills based on different questions.
- apply selected consulting and coaching methods in practice.

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Psychology

**Links to other Study Programs of the University**

All Master Programmes in the Social Sciences fields

# Coaching and Consulting

Course Code: DLMWPCUB01\_E

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

## Course Description

The aim of the course is for students to understand "consulting" and "coaching" as two separate services and to understand the different settings and approaches. They will learn about the different roles of a consultant and a coach and be able to implement the respective processes in practice in a structured manner. The course offers the opportunity to look at the two approaches in a differentiated way and to distinguish the respective process phases from each other. Particularly in the context of coaching, students are enabled to distinguish between different forms of coaching. The students will be taught when which coaching method is used with which instruments. Based on selected questions and small practical sequences, individual interventions will be applied and discussed. Reference is made to current topics in the fields of "coaching" and "consulting"; these are explained in depth.

## Course Outcomes

On successful completion, students will be able to

- consider the topics "coaching" and "consulting" differentiated from each other.
- explain the relevance of consulting and coaching in an economic context.
- weigh up the extent to which the method of consulting or coaching should be used depending on the occasion.
- distinguish different coaching approaches from each other.
- apply the acquired knowledge and methodological skills based on different questions.
- apply selected consulting and coaching methods in practice.

## Contents

1. Management Consulting - A Professional Service
  - 1.1 The Scope of Management Consulting
  - 1.2 The History of Management Consulting
  - 1.3 Values and Professional Standards in Management Consulting
  - 1.4 Consultants, Clients, and Their Relationship
  - 1.5 Consulting Psychologists
2. The Work of Management Consultants
  - 2.1 The Process Model
  - 2.2 The Client Engagement Model

- 2.3 Structuring Consulting Cases
- 3. Methods and Techniques in Management Consulting
  - 3.1 For Analysis
  - 3.2 For Designing Interventions
- 4. Issues in Management Consulting
  - 4.1 Impact
  - 4.2 Failure
  - 4.3 Sustainability
  - 4.4 Agility
  - 4.5 Digital Transformation
  - 4.6 Changes in the Workforce
- 5. Coaching – An Emerging Profession
  - 5.1 Defining Coaching
  - 5.2 Areas of Coaching
  - 5.3 Coaching Frameworks
  - 5.4 Research into Coaching
  - 5.5 Professional Coaching Standards
- 6. The Process of Coaching
  - 6.1 The Phase Model of Coaching
  - 6.2 Behaviors in the Coaching Process
  - 6.3 Models of Coaching Behavior
  - 6.4 Core Coaching Skills
- 7. Approaches to Coaching
  - 7.1 Coaching Theory
  - 7.2 Coaching Approaches

**Literature****Compulsory Reading****Further Reading**

- Hawkins, P. & Turner, E. (2019). *Systemic Coaching - Delivering Value Beyond the Individual*. Taylor & Francis.
- Kubr, M. (2002). *Management Consulting - A Guide to the Profession* (4. Edition). International Labour Office.
- Schwartz, R. C. & Sweezy, M. (2019). *Internal Family Systems Therapy, (2nd Edition)*. The Guilford Press.
- Shaw, P. J. A. & Linnecar, R. (2010). *Business Coaching - Achieving Practical Results Through Effective Engagement*. Capstone.
- Whittington, J. (2012). *Systemic Coaching and Constellations - An Introduction to the Principles, Practices and Applications*. Kogan Page.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

## Tools in Organizational Analysis

Module Code: DLMWPWOAE1\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Zeljko Sevic (Tools in Organizational Analysis)

### Contributing Courses to Module

- Tools in Organizational Analysis (DLMWPWOAE01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- The Organization
- Organizational Research
- Organization Diagnostics
- Organization Analysis
- Practical application in specific areas

**Learning Outcomes****Tools in Organizational Analysis**

On successful completion, students will be able to

- deal with the concept of organization in a differentiated way.
- evaluate the possibilities of organizational diagnostics.
- use selected instruments of organizational and team diagnosis.
- carry out, evaluate and reflect on organizational diagnostic measures.
- work on specific organizational analyses.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Business Administration & Management

**Links to other Study Programs of the University**

All Master Programs in the Business & Management field



## Tools in Organizational Analysis

Course Code: DLMWPWOAE01\_E

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

### Course Description

Organizations are more than ever like living organisms, which due to external changes must also change internally and adapt to new conditions. This course deals with a differentiated view of entrepreneurially oriented organizations, their goals, possible strategies, their function and performance. It sheds light on the possibilities of organizational research and its fields of research, in order to then address the goals, possibilities and fields of application of the diagnosis of organizations. Various methods and instruments of organizational diagnosis are presented with the aim of using them in the organizational analysis process. This enables students to initiate and implement change measures on the basis of diagnostic instruments and to evaluate such measures. The course also deals with the practical application of topics that arise in everyday business life, such as the analysis of change management processes, of careers and in connection with risk assessment in the acquisition of companies or company investments (due diligence). In this way, students are taught the spectrum and possible applications of the measures and methods of a targeted organizational analysis through diagnostic measures.

### Course Outcomes

On successful completion, students will be able to

- deal with the concept of organization in a differentiated way.
- evaluate the possibilities of organizational diagnostics.
- use selected instruments of organizational and team diagnosis.
- carry out, evaluate and reflect on organizational diagnostic measures.
- work on specific organizational analyses.

### Contents

1. The Organization
  - 1.1 The concept of organization
  - 1.2 Goals and strategies of an organization
  - 1.3 Function and performance of organizations
  - 1.4 Role of people in organizations
  - 1.5 Differences between organizations
2. Organizational Research
  - 2.1 Perspectives of organizational research

- 2.2 Fields of research
- 2.3 Empirical research on organizations
3. Organization Diagnostics
  - 3.1 Definition and goals of organizational diagnostics
  - 3.2 Fields of application of surgical diagnostics
  - 3.3 The Organizational Diagnosis as a Management Tool
  - 3.4 Target groups of organizational diagnostic findings
  - 3.5 Selected instruments of team and organization diagnosis
4. Organization Analysis
  - 4.1 The organizational analysis
  - 4.2 Preliminary considerations and analysis process
  - 4.3 Conception and operationalization
  - 4.4 Data collection methods
  - 4.5 Survey and evaluation
  - 4.6 Presentation of the analysis and reflection
5. Practical application in specific areas
  - 5.1 Analysis of change processes
  - 5.2 Network analysis
  - 5.3 Analysis of careers in organizations
  - 5.4 Organizational Analysis and Due Diligence

### Literature

#### Compulsory Reading

#### Further Reading

- Harris, O. J., & Hartman, S. J. (2002). *Organizational behavior*. Taylor & Francis.
- Luthans, F. (2015). *Organizational behavior: An evidence-based approach* (13th ed.). InformationAge Publishing.
- Stroh, L. K., Northcraft, G. B., Neale, M. A., Kern, M., Langlands, C., & Greenberg, J. (2003). *Organizational behavior: A management challenge* (2nd ed.). Psychology Press.
- Tolbert, P. S. (2016). *Organizations structures, processes, and outcomes* (10th ed.). Routledge.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Project: Corporate Organizational Development

Module Code: DLMIOPPCOD

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Margit Sarstedt (Project: Corporate Organizational Development)

### Contributing Courses to Module

- Project: Corporate Organizational Development (DLMWPWUOE01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The course provides students with knowledge of the entire range of possible applications of company-oriented organizational development. It shows methods and instruments used in organizational development for different areas and different operational issues. It includes a wide range of application cases. This gives students a broad insight into the fields of application of organizational development.

### Learning Outcomes

#### Project: Corporate Organizational Development

On successful completion, students will be able to

- show the range of possible applications of organizational development.
- set up and apply concepts for the design and development of organizations.
- select and apply methods and instruments based on the background of the respective task.
- design organizational development based on a socially responsible and society-oriented attitude.
- identify relevant and selected fields of application of organizational development.
- transfer theoretically acquired knowledge to real projects.
- critically question and discuss today's problems of organizational development.
- develop their own problem-solving processes and to independently work out possible approaches and solutions to questions of development and design of organizations, and to apply the instruments of organizational development.

#### Links to other Modules within the Study Program

This module is similar to other modules in the field of Project Management

#### Links to other Study Programs of the University

All Master Programs in the Business & Management field

## Project: Corporate Organizational Development

Course Code: DLMWPWUOE01\_E

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

### Course Description

This course deals with a range of possibilities for organizational design and development of companies and organizations. Organizational development is increasingly used to change organizations and find sustainable solutions. The course shows how concepts and instruments are used and applied in practice. It presents methods and instruments of organizational development against the background of current economic developments. Proven approaches are considered which meet the requirements of practice-oriented organizational development. Intervention possibilities and design ideas are presented in connection with a practice-oriented reflection. Case studies from different industries and institutions such as media companies, health insurance companies, public administration, health care, foundations, research and theatre operations will provide students with an impressive insight into different types of organizational development projects and their implementation. Students gain insight and receive impulses on how organizations can be designed and developed in a lively way. They learn to independently analyze selected topics and case studies and to link them to already known concepts, as well as to critically question and discuss them. In addition, they acquire knowledge about which conditions, attitudes and actions support successful change in organizations and how the concepts and instruments are applied in practice.

### Course Outcomes

On successful completion, students will be able to

- show the range of possible applications of organizational development.
- set up and apply concepts for the design and development of organizations.
- select and apply methods and instruments based on the background of the respective task.
- design organizational development based on a socially responsible and society-oriented attitude.
- identify relevant and selected fields of application of organizational development.
- transfer theoretically acquired knowledge to real projects.
- critically question and discuss today's problems of organizational development.
- develop their own problem-solving processes and to independently work out possible approaches and solutions to questions of development and design of organizations, and to apply the instruments of organizational development.

### Contents

- In the course of digitalization and the increasing importance of artificial intelligence and virtual reality, new business areas and models are emerging. Existing companies and organizations must deal with the related questions regarding their offerings and the associated services. This has significant implications on the structure and processes in operational organizations as they must evolve to meet new demands of customers. The course provides students with knowledge about the entire range of possibilities of company-oriented organizational development. It shows methods and instruments of organizational development for different areas and different operational issues and includes a wide range of use cases. This gives students a broad insight into the fields of application of organizational development. The project deals with current topics in organizational development. Each participant must carry out a project on a topic of their choice and present the results in writing in a project report.

### Literature

#### Compulsory Reading

#### Further Reading

- Hughes, M. (2015). *The Leadership of Organizational Change*. Routledge.
- Indriastuti, D., & Fachrunnisa, O. (2021). Achieving Organizational Change: Preparing Individuals to Change and their Impact on Performance. *Public Organization Review: A Global Journal*, 21 (3), 377. <https://doi-org.pxz.iubh.de:8443/10.1007/s11115-020-00494-1>.
- Ludema, J., Laszlo, Ch. & Lynch, K. (2012). *Embedding Sustainability: How the Field of Organization Development and Change can Help Companies Harness the Next Big Competitive Advantage*. Emerald Group Publishing Limited. [https://doi-org.pxz.iubh.de:8443/10.1108/S0897-3016\(2012\)0000020011](https://doi-org.pxz.iubh.de:8443/10.1108/S0897-3016(2012)0000020011)
- Palmer, I., Buchanan, D. & Dunford, R. (2016). *Managing organizational change: a multiple perspectives approach* (3rd Ed.). McGraw-Hill Education.
- Rossignoli, C., Za, S., & Virili, F. (2017). *Digital Technology and Organizational Change: Reshaping Technology, People, and Organizations Towards a Global Society*. Springer.
- Stanford, N. (2005). *Organization Design*. Routledge.
- Thier, K. & Russin, M. (2018). *Storytelling in organizations: a narrative approach to change, brand, project and knowledge management* (1st Ed.). Springer.
- Tolbert, P., & Hall, R. (2016). *Organizations, structures, processes, and outcomes* (10th Ed.). Routledge Taylor & Francis Group.
- Ulrich, D., Brockbank, W., Ulrich, M. & Kruscynski, D. (2017). *Victory through organization: why the war for talent is failing your company and what you can do about it*. McGraw-Hill.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline



## 2. Semester

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## Leadership

Module Code: DLMBLSE-01

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> None	<b>Study Level</b> MBA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Maja Störmer (Leadership)

### Contributing Courses to Module

- Leadership (DLMBLSE01-01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Fundamentals and criteria of leadership success
- Leadership theories in changing times
- Stress, work-life balance and self-management
- Motivation, communication and assessment
- Teams and organization
- Current trends and debates
- Intercultural leadership

### Learning Outcomes

#### Leadership

On successful completion, students will be able to

- Answer the question of what good leadership is by drawing on key leadership theories and their empirical validation.
- Conceptualize leadership as a balance of values between the requirements of organization, people and performance.
- Understand current key findings on how to keep this balance (performance: self-management and work/life balance of the manager; people: motivation, communication and assessment of employees and teams; organization: organizational culture and change management).
- Understand the challenges of leadership in an intercultural context.
- Put to practice their acquired understanding of leadership and its facets in the corporate world.

#### Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

#### Links to other Study Programs of the University

All Master Programmes in the Business & Management field.

## Leadership

Course Code: DLMBLSE01-01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MBA	English		5	None

### Course Description

A company's employees are some of its most important resources in today's knowledge society. The professional and systematic leadership of employees is critical to an organization's competitive success. And one of the fundamental competencies of a manager is to develop and promote, through leadership, the knowledge and skills of individuals in the organization. With this in mind, the course addresses the necessary competencies of a leader in modern, knowledge-based work organizations. Central topics of modern leadership theory and practice are discussed. The focus is on the fundamentals and tools of professional leadership, key aspects of situational leadership, motivation, communication and interaction in the context of strategic leadership and in change processes, as well as on leadership in an intercultural context. By providing both the conceptual basics of leadership and empirical examples of leadership behavior, the course prepares participants for the challenges of leadership, especially when dealing with change, conflict, and team development.

### Course Outcomes

On successful completion, students will be able to

- Answer the question of what good leadership is by drawing on key leadership theories and their empirical validation.
- Conceptualize leadership as a balance of values between the requirements of organization, people and performance.
- Understand current key findings on how to keep this balance (performance: self-management and work/life balance of the manager; people: motivation, communication and assessment of employees and teams; organization: organizational culture and change management).
- Understand the challenges of leadership in an intercultural context.
- Put to practice their acquired understanding of leadership and its facets in the corporate world.

### Contents

1. Leadership Overview
  - 1.1 Significance of Good Leadership
  - 1.2 Leadership: Conceptual Definitions
  - 1.3 Criteria for Leadership Success

2. Leadership Theories through Changing Times
  - 2.1 Trait Theory
  - 2.2 Leadership Style and Leadership Person
  - 2.3 Consideration of the Situation
  - 2.4 Systemic Leadership
  - 2.5 Symbolic Leadership
  - 2.6 Transactional and Transformational Leadership
  - 2.7 Leadership Theories through Changing Times – Leadership in a Field of Tension
3. New Leadership Approaches
  - 3.1 VUCA and Leadership
  - 3.2 Empowering Leadership
  - 3.3 Sociocracy and Holacracy
4. Stresses, Work-Life Balance and Self-Management
  - 4.1 Stresses
  - 4.2 Work-Life Balance
  - 4.3 Self-Management
5. Motivation, Communication, and Appraisal
  - 5.1 Motivation
  - 5.2 Communication
  - 5.3 Appraisals
6. Teams
  - 6.1 Team Leadership
  - 6.2 Organizational Culture
  - 6.3 Shared Leadership
  - 6.4 Change Management
7. Current Trends and Debates
  - 7.1 Personality and Leadership
  - 7.2 Leadership Derailment
  - 7.3 Toxic Workers
  - 7.4 Power in Organizations
  - 7.5 Generations X, Y, and Z
8. Intercultural Leadership
  - 8.1 Intercultural Leaders and Culture

- 8.2 Culture
- 8.3 Intercultural Leadership

**Literature****Compulsory Reading****Further Reading**

- Ang, S., & van Dyne, L. (2015). Conceptualization of cultural intelligence – Definition, distinctiveness and nomological network. In Ang, S., & van Dyne, L. (Eds.), Handbook of cultural intelligence (pp. 3 –15). Routledge.
- Schein, E. H. (2017). Organizational culture and leadership (5th ed.). Wiley.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests



## Seminar: Current Topics in Industrial and Organizational Psychology

Module Code: DLMWPATWP\_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 and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

### Module Coordinator

Prof. Dr. Gregor Nimz (Seminar: Current Topics in Industrial and Organizational Psychology)

### Contributing Courses to Module

- Seminar: Current Topics in Industrial and Organizational Psychology (DLMWPATWP01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

This course imparts knowledge about the current challenges of the organizational orientation or reorientation of economically oriented companies. The course focuses on essential topics regarding the entire life cycle of an employee in the organization. In addition, the methods of cooperation between people in an operational context form another important pillar of the course. It includes case studies that show how different companies have answered industrial and organizational psychology questions for themselves.

**Learning Outcomes****Seminar: Current Topics in Industrial and Organizational Psychology**

On successful completion, students will be able to

- identify specific selected topics in industrial and organizational psychology.
- apply the concepts covered in industrial and organizational psychology courses.
- explain the significance of industrial and organizational psychology for the changes currently taking place at the interface between people and companies by means of examples.
- discuss the organizational challenges faced by companies and the resulting tasks for industrial and organizational psychology.
- transfer theoretically acquired knowledge to real case studies.
- implement the theories into the practice of industrial and organizational psychology.
- scientifically explore and work on a selected topic.
- critically examine and discuss current topics and problems in industrial and organizational psychology.
- develop their own problem-solving processes and to work out possible solutions to the challenges and problems of industrial and organizational psychology independently with the help of appropriate concepts and to apply the corresponding instruments of industrial and organizational psychology.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Psychology

**Links to other Study Programs of the University**

All Master Programs in the Social Sciences field

## Seminar: Current Topics in Industrial and Organizational Psychology

Course Code: DLMWPATWP01\_E

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

### Course Description

The course deals with the central topics and fields of action in industrial and organizational psychology that contribute to actively shaping the changes organizations are facing at the interface between people and companies. The focus is on selected focal points that have a special significance in connection with the digital transformation. These topics are explained, elucidated and discussed. The students learn to independently analyze selected topics and case studies and to link them to already known concepts, as well as to critically question and discuss them. They acquire the competence to identify the essential, especially new fields of action in industrial and organizational psychology. They are able to successfully deal with new types of questions in the areas of personnel, work and organization using appropriate concepts, methods and instruments. This enables students to act proactively as competent contacts for CEOs and managing directors in these subject areas and to act on their own responsibility. Examples of content may include Corporate Entrepreneurship, Intergenerational Collaboration, Ambidexterity and Deliberately Developmental Organization. Likewise, measures to promote and develop agility can also be discussed.

**Course Outcomes**

On successful completion, students will be able to

- identify specific selected topics in industrial and organizational psychology.
- apply the concepts covered in industrial and organizational psychology courses.
- explain the significance of industrial and organizational psychology for the changes currently taking place at the interface between people and companies by means of examples.
- discuss the organizational challenges faced by companies and the resulting tasks for industrial and organizational psychology.
- transfer theoretically acquired knowledge to real case studies.
- implement the theories into the practice of industrial and organizational psychology.
- scientifically explore and work on a selected topic.
- critically examine and discuss current topics and problems in industrial and organizational psychology.
- develop their own problem-solving processes and to work out possible solutions to the challenges and problems of industrial and organizational psychology independently with the help of appropriate concepts and to apply the corresponding instruments of industrial and organizational psychology.

**Contents**

- Today more than ever, companies are forced to answer complex new questions and offer innovative new solutions. To do so, they need employees with a broad portfolio of competencies. This requires a changed and different approach to tasks and thus has a direct impact on the organization, the culture and the employees. To successfully meet these challenges, new ways and methods of working must be developed and applied. This in turn requires other forms of information exchange, which in turn necessitates of new working spaces in which these methods and the associated exchange of information can be implemented.

**Literature****Compulsory Reading****Further Reading**

- Miller, R., Casey, M.-I. & Konchar, M. (2014). *Change Your Space, Change Your Culture. How Engaging Workspaces Lead to Transformation and Growth*. John Wiley & Sons, New Jersey.
- Bockelbrink, B./Priest, J. & David, I. (2021). *Sociocracy 3.0 – A Practical Guide*. URL: [https://sociocracy30.org/\\_res/practical-guide/S3-practical-guide.pdf](https://sociocracy30.org/_res/practical-guide/S3-practical-guide.pdf).
- Deaton, A. V. (2018). *VUCA Tools for a VUCA World Developing Leaders and Teams for Sustainable Results*. DaVinci Resources, Snowmass.
- Levy, P. (2016). *Industrial/Organizational Psychology - Understanding the Workplace*. Worth Publishers, New York.
- Mack, O, Khare, A. Burgartz, T. & Krämer, A. (2015). *Managing in a VUCA World*. Springer International Publishing, Heidelberg, New York.
- Viswesvaran, O., Sinangil, H. K., Anderson, N. & Ones, D. S. (2015). *The SAGE Handbook of Industrial, Work & Organizational Psychology (2nd ed.)*. SAGE Publications, London.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Seminar
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Research Essay

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides

## Applied Project Management

Module Code: DLMPRAPM\_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 and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

### Module Coordinator

Prof. Dr. Margit Sarstedt (Applied Project Management)

### Contributing Courses to Module

- Applied Project Management (DLMPRAPM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Applied Project Management
- The Project Management Landscape
- The Project Context
- Standardized Approaches to Project Management
- Agile Approaches to Project/Process Management
- Variations of Standardized and Agile Methods
- Tools for Project Managers

**Learning Outcomes****Applied Project Management**

On successful completion, students will be able to

- understand and explain the role of project management within organizations.
- give an overview over the project management institutions worldwide.
- explain the different approaches of the most important standardized and agile project management methods.
- critically discuss the advantages and restrictions of each of these methods.
- know and apply the variety of helpful tools supporting a project manager's work.
- select the appropriate project management method for any given situation.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Project Management

**Links to other Study Programs of the University**

All Master Programs in the Business & Management field



# Applied Project Management

Course Code: DLMPRAPM01\_E

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

## Course Description

For many decades now, the approach of project management has played an important role worldwide, both in the private sector as well as in public administration. Over the years, a widespread and commonly used terminology has evolved. National and international project management organizations have developed various methods for managing complex projects in an organized way. These can be divided into two major categories. The traditional standardized methods all have in common that they tackle projects in a planned and well-structured way. The agile methods, on the other hand, feature a systematic but open approach, leaving vast room for changes along the way. In this course, the individual methods are being introduced to some level of detail, explaining the basic idea, and showing the advantages and restrictions of each of these methods. The typical field of application for each method will be described, enabling the student to choose the method fitting best for a given situation. Additionally, a set of practical tools will be taught, which will support a project manager in steering any given project towards the project goal.

## Course Outcomes

On successful completion, students will be able to

- understand and explain the role of project management within organizations.
- give an overview over the project management institutions worldwide.
- explain the different approaches of the most important standardized and agile project management methods.
- critically discuss the advantages and restrictions of each of these methods.
- know and apply the variety of helpful tools supporting a project manager's work.
- select the appropriate project management method for any given situation.

## Contents

1. The Project Management Landscape
  - 1.1 History of project management
  - 1.2 Definition of projects, programs, and processes
  - 1.3 Scope and examples of projects in today's world
  - 1.4 International project management organizations
  - 1.5 Options for specialization and certification

2. The Project Context
  - 2.1 Analyzing the environment and the project goals
  - 2.2 Distinguishing project types and categories
  - 2.3 Project culture and organization models
  - 2.4 The role of leadership and personnel management
  - 2.5 Finding the right approach – selection criteria
3. Standardized Approaches to Project Management
  - 3.1 Project management according to German DIN
  - 3.2 Project management according to PMBOK 6 by the PMI
  - 3.3 The IPMA system
  - 3.4 Organizing projects with PRINCE2®
  - 3.5 Advantages and restrictions of standardized methods
4. Agile Approaches to Project/Process Management
  - 4.1 The Agile Manifesto
  - 4.2 Fundamentals of Scrum and scaling methods
  - 4.3 Kanban and Design Thinking
  - 4.4 Advantages and restrictions of agile methods
5. Variations of Standardized and Agile Methods
  - 5.1 The critical chain project management
  - 5.2 Prince2® Agile
  - 5.3 The PMBOK 7 by the PMI
  - 5.4 Overview over further variations
6. Tools for Project Managers
  - 6.1 Objectives, milestone planning, and work packages
  - 6.2 Budgeting, resource planning, and scheduling using bar charts
  - 6.3 Analyzing project risks (FMEA) and milestone trends (MTA)
  - 6.4 Taskboards and other little tricks
  - 6.5 Stakeholder management and management reporting

**Literature****Compulsory Reading****Further Reading**

- AXELOS Limited (2017): Managing Successful Projects with PRINCE2®. 2017 edition, TSO, Norwich, UK.
- Beck, K. et al. (2001): Manifesto for Agile Software Development. <https://agilemanifesto.org/>, last accessed on July 07, 2021.
- IPMA® International Project Management Association (2018): Individual Competence Baseline for Project Management. Version 4.0, IPMA, Amsterdam, NL.
- Project Management Institute (2017): A Guide to the Project Management Body of Knowledge (PMBOK® Guide). 6th edition, Newtown Square, PA, USA.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Oral Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

## Master Thesis

Module Code: DLMMTHES

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> See current study and exam regulations (SPO)	<b>Study Level</b> MA	<b>CP</b> 15	<b>Student Workload</b> 450 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Carsten Skerra (Master Thesis) / Prof. Dr. Carsten Skerra (Colloquium)

### Contributing Courses to Module

- Master Thesis (DLMMTHES01)
- Colloquium (DLMMTHES02)

### Module Exam Type

<b>Module Exam</b>	<b>Split Exam</b> <u>Master Thesis</u> <ul style="list-style-type: none"> <li>• Study Format "Distance Learning": Master Thesis (90)</li> <li>• Study Format "myStudies": Master Thesis (90)</li> </ul> <u>Colloquium</u> <ul style="list-style-type: none"> <li>• Study Format "myStudies": Colloquium (10)</li> <li>• Study Format "Distance Learning": Colloquium (10)</li> </ul>
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### 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**

All modules in the master program

**Links to other Study Programs of the University**

All Master Programmes

## Master Thesis

Course Code: DLMMTHES01

Study Level	Language of Instruction and Examination	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**

- Bui, Y. N. (2013). *How to Write a Master's Thesis* (2nd ed.). SAGE Publications, Incorporated.
- Turabian, K. L. (2013). *A Manual for Writers of Research Papers, theses, and dissertations* (8th ed.). University of Chicago Press.
- Further subject specific literature



**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Thesis
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Master Thesis

<b>Student Workload</b>					
<b>Self Study</b> 405 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 405 h

<b>Instructional Methods</b>	
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Thesis
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Master Thesis

<b>Student Workload</b>					
<b>Self Study</b> 405 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 405 h

<b>Instructional Methods</b>	
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## Colloquium

Course Code: DLMMTHES02

Study Level	Language of Instruction and Examination	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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Thesis Defense
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Colloquium

<b>Student Workload</b>					
<b>Self Study</b> 45 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 45 h

<b>Instructional Methods</b>	
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Thesis Defense
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Colloquium

<b>Student Workload</b>					
<b>Self Study</b> 45 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 45 h

<b>Instructional Methods</b>	
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline