

# MODULE HANDBOOK

## **Master of Arts**

## Master International Relations (FS-OI-EU-MAIR-120)

120 CP

**Fernstudium**

As of May 28th, 2024

Classification: Konsektiv

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# 1. Semester

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# Managing Across Borders

Module Code: DLMINTMAB\_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. Andreas Herrmann (Managing Across Borders)

## Contributing Courses to Module

- Managing Across Borders (DLMINTMAB01\_E)

## 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

- International economic and business environment
- Globalization and international competitiveness
- International Trade
- International financial and capital markets
- International organizations and economic integration
- Current hot spots in the international economic and business environment

### Learning Outcomes

#### Managing Across Borders

On successful completion, students will be able to

- identify the main developments and trends in the global economic environment and use them as a basis for business decisions.
- demonstrate the development of globalization and world trade in the last decades.
- explain the causes and effects of protectionism on a country's economic development.
- understand the interrelationships of international financial and capital markets and assess them with regard to the handling of exchange rate risks.
- explain the importance of international organizations such as the World Trade Organization (WTO) or the International Monetary Fund (IMF) for global cooperation.
- form their own opinion on current issues of international economic policy.

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

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

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

All Master Programs in the Business & Management fields

# Managing Across Borders

Course Code: DLMINTMAB01\_E

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

## Course Description

The interdependence of economies, markets and technologies has increased continuously over the past decades. In addition to the former three dominant economic areas of the USA, Europe and Japan, emerging markets have joined the group, which play an increasingly important role in world trade. Global networking creates both opportunities and risks for internationally active companies. In this course, students acquire a deeper understanding of global economic, political and technological interrelationships as a basis for strategic decisions of internationally operating companies. In addition to knowledge of international trade, international financial and capital markets, and international organizations, students will be able to form their own well-founded opinion on current developments and trends in the international economic and business environment by the end of this course.

## Course Outcomes

On successful completion, students will be able to

- identify the main developments and trends in the global economic environment and use them as a basis for business decisions.
- demonstrate the development of globalization and world trade in the last decades.
- explain the causes and effects of protectionism on a country's economic development.
- understand the interrelationships of international financial and capital markets and assess them with regard to the handling of exchange rate risks.
- explain the importance of international organizations such as the World Trade Organization (WTO) or the International Monetary Fund (IMF) for global cooperation.
- form their own opinion on current issues of international economic policy.

## Contents

1. International economic and business environment
  - 1.1 Economic environment
  - 1.2 Political environment
  - 1.3 Technological environment
2. Globalization and international competitiveness
  - 2.1 Definition and development of globalization
  - 2.2 Opportunities and threats of globalization

- 2.3 International competitiveness
3. International Trade
  - 3.1 Theories and models of international trade
  - 3.2 Importance of international trade for an economy
  - 3.3 Protectionism as a threat to international business
4. International financial and capital markets
  - 4.1 Importance of international financial and capital markets for globally active companies
  - 4.2 International exchange rate regimes
  - 4.3 Hedging of exchange rate risks
5. International organizations and economic integration
  - 5.1 International organizations as the basis of the world economy (WTO, World Bank, IMF)
  - 5.2 Regional economic integration as driver for international business (EU, USMCA)
6. Current hot spots in the international economic and business environment
  - 6.1 USA-China: Struggle for political and economic supremacy
  - 6.2 Emerging Markets: new players in the global economy
  - 6.3 Agenda 2030: Sustainable Development Goals (SDG)

## Literature

### Compulsory Reading

### Further Reading

- Cavusgil, S. T., Knight, G. A., & Riesenberger, J. R. (2020). International business: The new realities (5th ed.). Pearson.
- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2018). International business: Environments and operations (16th ed.). Pearson.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

# 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 Macroenvironment
  - 2.2 Where Are We in the Market Place? The Microenvironment
  - 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> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

## International Affairs and Diplomacy

Module Code: DLMIRIAD

<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. Irina Tiemann (International Affairs and Diplomacy)

### Contributing Courses to Module

- International Affairs and Diplomacy (DLMIRIAD01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Interface Functions Between Politics, Business and Society
- Public Affairs and Public Relations
- Public Diplomacy vs. "Classic Diplomacy"
- Differentiation Between "Soft Politics" and "Hard Politics"
- Cultural Relations
- Government Relations as a Specialty Form of Lobbying

### **Learning Outcomes**

#### **International Affairs and Diplomacy**

On successful completion, students will be able to

- explain the interdependencies of public affairs, lobbying and government relations.
- recognize and implement the methods and tools of strategic communications.
- analyze and understand the structures and objectives of "lasting relationships".
- name the special features of public diplomacy and differentiate it from "classical diplomacy".
- recognize the distinction between "soft politics" and "hard politics" and work out their respective criteria.
- analyze the focus of "cultural relations" on cultural work and name the individual fields.

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

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

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

All Master Programs in the Marketing & Communication field

# International Affairs and Diplomacy

Course Code: DLMIRIAD01

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

## Course Description

International affairs and diplomacy are always ultimately central political concerns and of great relevance, as well as public affairs management - especially in today's world, characterized by globalization and digitalization. Although these fields have been the subject of university research in the past and present, they rarely play a practical and future-oriented role in academic education. This course aims to take account of their increasing relevance - taking ethical aspects into account. In addition, instruments and methods of public affairs, diplomacy and lobbying are adequately examined and related to each other. Their interface functions between politics, business and society and society are analyzed and discussed. Students gain in-depth knowledge of the central theoretical and practical strategies, their interdependencies, and their historical contextualization.

## Course Outcomes

On successful completion, students will be able to

- explain the interdependencies of public affairs, lobbying and government relations.
- recognize and implement the methods and tools of strategic communications.
- analyze and understand the structures and objectives of "lasting relationships".
- name the special features of public diplomacy and differentiate it from "classical diplomacy".
- recognize the distinction between "soft politics" and "hard politics" and work out their respective criteria.
- analyze the focus of "cultural relations" on cultural work and name the individual fields.

## Contents

1. Derivation and Context
  - 1.1 Historical Origins and Development
  - 1.2 Classification in the Global Political Context
2. Developments and Trends in Public Diplomacy
  - 2.1 Derivation Of Public Diplomacy from Classical Diplomacy
  - 2.2 Ethical Aspects and Social Relevance
3. Power in International Relations
  - 3.1 Instruments and Methods of Soft Politics

- 3.2 Instruments and Methods of Hard Politics
4. Cultural Relations in a Global Context
  - 4.1 Cultural Work and Forms of Mediation
  - 4.2 Activities of Public and State Institutions
5. International Lobbyism and Government Relations
  - 5.1 Significance and Positions in Modern Democracies
  - 5.2 Operational Fields and Job Profiles
6. Public Affairs and Public Relations
  - 6.1 Concepts of Daily Communication
  - 6.2 Concepts of Strategic Communication

## Literature

### Compulsory Reading

### Further Reading

- D'Anieri, P. (2016). *International Politics: Power and Purpose in Global Affairs*. Cengage Learning; 4th Edition.
- Cull, N.J. (2019). *Public Diplomacy: Foundations for Global Engagement in the Digital Age*. Polity.
- Gregory, B. (2024). *American Diplomacy's Public Dimension: Practitioners as Change Agents in Foreign Relations*. Palgrave Macmillan Series in Global Public Diplomacy.
- Owens, J. (2019) (Editor). *Public Affairs: Strategies and Management*. Clarye International.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

# Negotiation

Module Code: DLMNEGE-01

<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. Andreas Herrmann (Negotiation)

## Contributing Courses to Module

- Negotiation (DLMNEGE01-01)

## Module Exam Type

### Module Exam

Study Format: [myStudies](#)

Oral Assignment

Study Format: [Distance Learning](#)

Oral Assignment

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- 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

### 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.

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

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

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

All Master Programmes in the Business & Management fields

# Negotiation

Course Code: DLMNEGE01-01

Study Level	Language of Instruction and Examination	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
- 3. Distributive Negotiation Tactics
  - 3.1 Distributive Negotiation To-Dos
  - 3.2 Learning Transfer
- 4. The Creation of Value
  - 4.1 Value Creation: From Win-Lose to Win-Win
  - 4.2 The Four Steps and the Three Types of Value Creation
- 5. Value Creation Negotiation Tactics
  - 5.1 Framing
  - 5.2 Value Creation Negotiation To-Dos
- 6. The Negotiator's Dilemma
  - 6.1 The Dilemma Between Creating and Distributing Value
  - 6.2 The Prisoner's Dilemma as a Metaphor for the Negotiator's Dilemma
  - 6.3 Coping Strategies: Tit-for-Tat Strategy and Changing Payoffs
- 7. Learning to Negotiate
  - 7.1 From Theory to Practice
  - 7.2 Three Challenges to Learning to Negotiate
  - 7.3 A Model for Negotiation Learning

### Literature

#### Compulsory Reading

#### Further Reading

- Brett, J. M. (2014). *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries* (3rd ed.). Jossey-Bass.
- Fisher, R., Ury, W. L., & Patton, B. (2011). *Getting to yes: Negotiating agreements without giving in* (3rd ed.). Penguin Books.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<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

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<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

# Managing in a Global Economy

Module Code: DLMBGE

<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. Jürgen Matthias Seeler (Managing in a Global Economy)

## Contributing Courses to Module

- Managing in a Global Economy (DLMBGE01)

## 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

- The nature of international business and multinational enterprises
- Strategic management and globalization
- International business operations management
- Organizational structures of international business
- Cultural diversity and international business

### Learning Outcomes

#### Managing in a Global Economy

On successful completion, students will be able to

- Recognize and explain the cultural, social, economic, historical, and political differences that affect strategic decision making on an international/global scale.
- Gather specific information and conduct reliable assessments of the opportunities and risks related to business activities in different geographical market regions and specific national markets.
- Describe the impact of culture on international business activities.
- Identify different options for market entry and market development and participate in strategic planning activities that address these issues.
- Design and evaluate different organizational structures for international businesses and design measures to optimize organizational structures for international operations.
- Design, evaluate, and optimize human resource management practices for global and multinational companies.
- Explain options for international marketing and select an appropriate marketing mix relative to specific products/services and the target market.
- Plan multinational or global supply chains.
- Oversee strategic decisions regarding international accounting practices and the remuneration of expatriate staff.
- Identify and manage challenges associated with operating in an international/global business environment, such as the procurement and coordination of resources and human resource management.
- Develop business plans that implement specific organizational, marketing, and distribution strategies in selected regions/countries.

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

This module is similar to other moduls in the field(s) of Business Administration & Management

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

All Master Programmes in the Business & Management field(s)

## Managing in a Global Economy

Course Code: DLMBGE01

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

### Course Description

The internationalization and globalization of product and service markets has meant that industries and economies worldwide are increasingly subject to competition and change. Nowadays, it is essential for the viability and profitability of companies that they adopt a global mindset. Establishing a business and operating in an international context offers a company many unique opportunities, but importantly, multiple diverse threats emerge in this context. An elevated level of international competition, increasing client mobility in a globalized marketplace, discriminatory practices of foreign governments, and subtle cultural differences mean that running an efficient and profitable international business is exceedingly challenging and the likelihood of failure is high. The course is designed to cover the economic, organizational, and cultural underpinnings that students need to grasp in order to better understand the managerial challenges that global organizations of all types and sizes have to cope with. Participants will gain the detailed knowledge and practical experiences they require to understand how organizations can achieve a competitive advantage in a globalized world. This course includes an optional international field trip (Note: special conditions apply - availability depends on demand, special conditions apply). This course will enable students to describe and contrast a set of sustainable corporate and functional strategies in the context of globalization. They will have a detailed understanding of the extent to which globalization and internationalization strategies affect the organizational structures and value creation of global firms.

**Course Outcomes**

On successful completion, students will be able to

- Recognize and explain the cultural, social, economic, historical, and political differences that affect strategic decision making on an international/global scale.
- Gather specific information and conduct reliable assessments of the opportunities and risks related to business activities in different geographical market regions and specific national markets.
- Describe the impact of culture on international business activities.
- Identify different options for market entry and market development and participate in strategic planning activities that address these issues.
- Design and evaluate different organizational structures for international businesses and design measures to optimize organizational structures for international operations.
- Design, evaluate, and optimize human resource management practices for global and multinational companies.
- Explain options for international marketing and select an appropriate marketing mix relative to specific products/services and the target market.
- Plan multinational or global supply chains.
- Oversee strategic decisions regarding international accounting practices and the remuneration of expatriate staff.
- Identify and manage challenges associated with operating in an international/global business environment, such as the procurement and coordination of resources and human resource management.
- Develop business plans that implement specific organizational, marketing, and distribution strategies in selected regions/countries.

**Contents**

1. Introduction to Managing in a Global Economy
  - 1.1 What is Globalization?
  - 1.2 Facts on Globalization and the Global Economy
  - 1.3 Theoretical Explanations for Globalization
2. The International Company and its Environment
  - 2.1 International Companies and their Operations
  - 2.2 Operational Patterns in International Markets
  - 2.3 Assessment of the Environment for Internationalization
3. Culture and International Business
  - 3.1 A Generic Perspective on Culture
  - 3.2 Organizational Culture
  - 3.3 Cultural Diversity and the Contemporary Manager

4. Strategy Development in International Business
  - 4.1 Strategy in Globalized Business Operations
  - 4.2 Strategy Concepts and Strategic Options
  - 4.3 Managing Strategy
5. International Human Resource Management
  - 5.1 Characteristics of International Human Resource Management
  - 5.2 The Global Manager
  - 5.3 Instruments in International Human Resource Management
6. Organization in International Business
  - 6.1 Traditional Perspectives on Business Organization
  - 6.2 Modern Views on Business Organization
  - 6.3 Coordination and Control of Intra-Organizational Collaboration
7. International Marketing
  - 7.1 Marketing in International Business
  - 7.2 Strategic Choices in International Marketing
  - 7.3 Marketing Mix Choices in International Marketing
8. Supply Chain Management and Accountancy in International Business
  - 8.1 Supply Chain Management and International Business
  - 8.2 Quality, Supplier Networks, and Inventory in Supply Chain Management
  - 8.3 Accounting in International Business

## Literature

### Compulsory Reading

- Hill, Charles. Ise Ebook for Hill International Business, McGraw-Hill US Higher Ed ISE, 2021. ProQuest Ebook Central.
- Abeles, T.P. (2001), "The Impact of Globalization", On the Horizon, Vol. 9 No. 2, pp. 2-4.
- Dean McFarlin, & Paul Sweeney. (2017). International Organizational Behavior: Transcending Borders and Cultures: Vol. Second edition. Routledge.
- Hill, C. W. L., & Hult, G. T. M. (2016). International business: Competing in the global marketplace (11th ed.). New York, NY: McGraw-Hill Education.
- Wall, S., Minocha, S., & Rees, B. (2015). International business (4th ed.). Harlow: Pearson Education.

### Further Reading

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <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> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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: World Politics and Development Cooperation

Module Code: DLMIRPWPDC

<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. Anja Frohnen (Project: World Politics and Development Cooperation)

### Contributing Courses to Module

- Project: World Politics and Development Cooperation (DLMIRPWPDC01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Portfolio

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

Students will navigate through key aspects of international relations, beginning with the profound sway of multinational cooperations in world politics. They will delve into the complexities of development cooperations and economic cooperation and development, critically scrutinizing strategies fostering shared prosperity. They will study global governance and its rule-making intricacies, whilst exploring the balance of sustainable development principles. Further topics will be international the role of educational work in global unity, underlining its importance in fostering global citizenship.

### Learning Outcomes

#### Project: World Politics and Development Cooperation

On successful completion, students will be able to

- understand and analyze development work as an interface between politics, business, and society.
- independently design a development cooperation project.
- describe fields of work and tasks and to analyze them independently within the framework of a project example.
- develop and manage the individual steps and sub-projects and manage them in an exemplary manner.
- analyze, document, and present the results.
- apply the acquired knowledge.

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

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

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

All Bachelor Programs in the Marketing & Communication field

## Project: World Politics and Development Cooperation

Course Code: DLMIRPWPDC01

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

### Course Description

A central component of international politics is development cooperation. This is no longer just a matter for individual states but requires collective global organization and coordination. On the one hand, in order not to neglect supposedly unattractive states from which wealthier donor nations do not expect any economic advantage. On the other hand, to equally promote and advance growth and prosperity in all regions of the world. Hence, students will transfer knowledge of, for example, economic cooperation and development or international educational work aiming to understand and analyze development work as an interface between politics, business, and society, applying instruments and methods to the implementation of a real-world analytical use case. The focus is on important stages of conceiving and managing strategic projects in the field of global governance, interdependencies and international cooperations. To accomplish this goal, students must look closely at the given task and find an appropriate approach by analyzing, evaluating, and comparing different solution strategies and their constituent parts.

### Course Outcomes

On successful completion, students will be able to

- understand and analyze development work as an interface between politics, business, and society.
- independently design a development cooperation project.
- describe fields of work and tasks and to analyze them independently within the framework of a project example.
- develop and manage the individual steps and sub-projects and manage them in an exemplary manner.
- analyze, document, and present the results.
- apply the acquired knowledge.

### Contents

- Students will be investigating a comprehensive issue of multinational corporations, development, and cooperation within international relations. For example, by exploring the influence of multinational corporations on world politics. Furthermore, development cooperations will be discussed, unpacking the process of formulating and executing a development project. This includes aspects such as policymaking, financial planning, engaging stakeholders, and securing social and political approvals. Global governance will be scrutinized, covering its rules, norms, and decision-making processes, and its impact on

developmental initiatives. Sustainable development is also explored, giving students insights into sustainable practices worldwide, identifying hurdles and crafting pragmatic solutions. Finally international educational work will be delved into, emphasizing its role in shaping global cooperation, inviting students to actively engage in international relations.

## Literature

### Compulsory Reading

### Further Reading

- Braw, E. (2024). *Goodbye Globalization: The Return of a Divided World*. Yale University.
- Develtere, P. & Huyse, H. & Van Ongevalle, J. (2021). *International Development Cooperation Today: A Radical Shift Towards a Global Paradigm*. Leuven University Press.
- Lopez-Claros, A. (2020). *Global Governance and the Emergence of Global Institutions for the 21st Century*. Cambridge University Press.
- Nau, H. R. (2020). *Perspectives on International Relations: Power, Institutions, and Ideas*. CQ.

**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>	Portfolio

<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>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## 2. Semester

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## Advanced Research Methods

Module Code: DLMARM-01

<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. Markus C. Hemmer (Advanced Research Methods)

### Contributing Courses to Module

- Advanced Research Methods (DLMARM01-01)

### Module Exam Type

#### Module Exam

Study Format: [myStudies](#)  
Written Assessment: Written Assignment  
Study Format: [Distance Learning](#)  
Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Principles of Research
- Research Approaches
- The Research Project
- Selected Formal Techniques
- Selected Interpretative Topics
- Scientific Reporting

**Learning Outcomes****Advanced Research Methods**

On successful completion, students will be able to

- demonstrate an understanding of principles of scientific inquiry and logical reasoning.
- apply formal techniques to modeling and theory generation.
- apply interpretative techniques to intercultural case studies.
- propose, plan, and conduct research projects under ethical constraints.
- evaluate study results to arrive at valuable and ethical conclusions.
- report study results responsibly in an objective and comprehensible form.

**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 Programmes in the Business field

## Advanced Research Methods

Course Code: DLMARM01-01

Study Level	Language of Instruction and Examination	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

- demonstrate an understanding of principles of scientific inquiry and logical reasoning.
- apply formal techniques to modeling and theory generation.
- apply interpretative techniques to intercultural case studies.
- propose, plan, and conduct research projects under ethical constraints.
- evaluate study results to arrive at valuable and ethical conclusions.
- report study results responsibly in an objective and comprehensible form.

### Contents

1. Principles of Research
  - 1.1 Scientific Inquiry
  - 1.2 Principles of Reasoning
  - 1.3 From Data to Knowledge
  - 1.4 Models & Theories
  - 1.5 The Research Cycle
2. Research Approaches
  - 2.1 Experimental Design
  - 2.2 Engineering & Development
  - 2.3 Empirical Research & Case Studies

- 2.4 Interpretative Studies
- 3. The Research Project
  - 3.1 Topic Generation
  - 3.2 Types of Literature Reviews
  - 3.3 Developing a Research Design
  - 3.4 The Research Proposal
- 4. Selected Formal Techniques
  - 4.1 Foundations of Probability Theory & Inferential Statistics
  - 4.2 Data Acquisition
  - 4.3 Pattern Recognition & Classification
  - 4.4 Modelling & Theory Generation
  - 4.5 Artificial Intelligence in Research
- 5. Selected Interpretative Topics
  - 5.1 Phenomenology
  - 5.2 Hermeneutics & Discourse Analysis
  - 5.3 Ethnography & Ethnomethodology
  - 5.4 Critical Management Theory
- 6. Scientific Reporting
  - 6.1 Results Presentation & Visualization
  - 6.2 Interpretation
  - 6.3 Argumentation & Discussion
  - 6.4 Conclusions
  - 6.5 Ethical Considerations

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

- Babbie, E. R. (2021). *The practice of social research* (15th ed.). Cengage Learning.
- Babbie, E. R. (2016). *The practice of social research* (14th ed.). Cengage Learning.
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- Widner, J., Woolcock, M., & Ortega Nieto, D. (Eds.). (2022). *The case for case studies: Methods and applications in international development (strategies for social inquiry)*. Cambridge University Press.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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: 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"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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: 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"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

# Intercultural Management

Module Code: DLMINTIM\_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. Jonathan Black-Branch (Intercultural Management)

## Contributing Courses to Module

- Intercultural Management (DLMINTIM01\_E)

## 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 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

### Learning Outcomes

#### 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

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

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

All Master Programs in the Business & Management fields

# Intercultural Management

Course Code: DLMINTIM01\_E

Study Level	Language of Instruction and Examination	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 Zeamwork
6. Intercultural Management in Selected Countries
  - 6.1 Germany
  - 6.2 USA
  - 6.3 China

## Literature

### Compulsory Reading

### Further Reading

- Browaey, 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 Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

# Concepts in Psychology

Module Code: DLMWPWKP\_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> 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. Jessie de Witt Huberts (Concepts in Psychology)

## Contributing Courses to Module

- Concepts in Psychology (DLMWPWKP01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

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

**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.

**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 other Master Programs in the Social Sciences field

# Concepts in Psychology

Course Code: DLMWPWKP01\_E

Study Level	Language of Instruction and Examination	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 Socialization
  - 3.2 Social Influence
  - 3.3 Conflict, Aggression and Cooperation
  - 3.4 Theories of Social Psychology
  - 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 and Acquisitions

## Literature

### Compulsory Reading

### Further Reading

- Gerrig, R. J., Zimbardo, P. G., Svartdal, F., Brennen, T., Donaldson, R., & Archer, T. (2013). Psychology and life. Pearson.
- McKenna, E. F. (2020). Business psychology and organizational behaviour (6th ed.). Routledge.
- Rothmann, S., & Cooper, C. L. (2022). Work and organizational psychology (3rd ed.). Routledge.
- Zimbardo, P. G., Johnson, R. L., McCann, V., & Carter, C. (2013). Psychology: Core concepts. Pearson.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Practice Exam
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Slides	

## Seminar: Supranational Law and Institutions

Module Code: DLMIRSSLI

<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. Verena Renneberg (Seminar: Supranational Law and Institutions)

### Contributing Courses to Module

- Seminar: Supranational Law and Institutions (DLMIRSSLI01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

A spectrum of international institutions will be covered with a focus on contemporary aspects and details of international law. Current framework conditions, impacts and dependencies will be discussed.

**Learning Outcomes****Seminar: Supranational Law and Institutions**

On successful completion, students will be able to

- write down important characteristics, connections in the form of an elaboration.
- apply the principles of scientific work.
- take selected topics and case studies and link them with well-known concepts, as well as critically question and discuss them.
- transfer theoretically acquired knowledge to a specific context.
- scientifically edit a select topic.

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

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

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

All Master Programs in the Management field

## Seminar: Supranational Law and Institutions

Course Code: DLMIRSSLI01

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

### Course Description

The two world wars in the 20th century at the latest had demonstrated the need for global cooperation between peoples and nations, which finally culminated in the founding of the UN in 1945. Since then, technical innovations in the fields of transport and communication have significantly advanced globalization, so that issues and matters of international interdependence in business and politics must be based on a uniform foundation. International institutions and legal frameworks are therefore of significant importance in today's world. This course focuses on different topics regarding the relationship between supranational law and institutions. Typical topics to be addressed include, for example, the effects of international treaties and agreements on national jurisprudence, the responsibility of the contractual partners involved, human rights, ethical and social issues, and current case studies. Students will deal with current topics from the field of international institutions and organizations. In particular, social issues and challenges of supranational law in the context of the limitation of the rights of sovereign nations among themselves will be analyzed and reflected upon.

### Course Outcomes

On successful completion, students will be able to

- write down important characteristics, connections in the form of an elaboration.
- apply the principles of scientific work.
- take selected topics and case studies and link them with well-known concepts, as well as critically question and discuss them.
- transfer theoretically acquired knowledge to a specific context.
- scientifically edit a select topic.

### Contents

- Students will conduct an in-depth exploration of international institutions and organizations, their roles, and the rich dynamics within such setups. The role and influence of supranational laws in shaping socio-political shifts and economic wavefronts become an essential part of the discussion, unraveling the world order's intricate tapestry. Embedded within are the socio-legal complexities arising due to international laws and the challenges of the same for sovereign nations. Students are expected to independently delve into these topics, paving their way into becoming subject matter experts and actively interacting

with these components. The exploration of these themes encourages independent inquiry, problem-solving, and critical thinking – empowering them to indulge in a nuanced understanding of the topics and their application in real-world scenarios.

## Literature

### Compulsory Reading

### Further Reading

- Abbott, K. W. & Snidal, D. J. (2023). *The Spectrum of International Institutions*. Routledge.
- Grahmann, E. R. (2023). *Transforming International Institutions: How Money Quietly Sidelined Multilateralism at The United Nations*. Oxford University Press.
- Muckherjee, R. (2023). *Ascending Order. Rising Powers and the Politics of Status in International Relations*. Cambridge University Press.
- Shelton, D. (2021). *Jus Cogens (Elements of International Law)*. Oxford University Press.

**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>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# Financial Markets and Institutions

Module Code: DLMFAECP1

<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. Visieu Lac (Financial Markets and Institutions)

## Contributing Courses to Module

- Financial Markets and Institutions (DLMFAECP01)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Introduction of the Financial Markets
- Overview of the Banking Institutions
- Financial Markets and their Functions
- Non-Bank Operations
- Financial Futures, Options and Swaps
- Financial Innovation and Banking Regulation

**Learning Outcomes****Financial Markets and Institutions**

On successful completion, students will be able to

- describe the foundation, structure and functioning of financial markets and institutions.
- understand the global financial architecture and interconnectedness of modern financial markets and institutions.
- know the existence of different types of financial markets, critically evaluate their core products and features.
- explain the critical role of the central banking system and other financial intermediaries in the smooth functioning in modern economies
- identify and evaluate critically the financial engineering and innovation (FinTech, Cryptocurrencies, Central bank digital currencies, etc.) happening at the financial markets and the response of regulatory and supervisory bodies.

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

This module is similar to other modules in the field of Finance & Tax Accounting

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

All Master Programmes in the Business & Management field

# Financial Markets and Institutions

Course Code: DLMFAECP01

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

## Course Description

Financial markets and institutions are the backbones of a well-functioning modern economy. Financial markets and institutions are one of the most dynamic pillars of the global financial system and have far-reaching implications on national, regional and global economics. For instance, the 2007-08 sub-prime mortgage crisis highlighted the significance of the global financial system. Several financial institutions, particularly in the USA and Europe, went bankrupt and businesses were unable to have access to much-needed liquidity which paralysed the global economy. A modern financial system is a result of complex interconnections with a variety of market players such as financial intermediaries, stock exchanges, and bond markets – just to mention a few. This course aims to enrich the students' knowledge by providing an in-depth understanding of topics such as the central banking system, commercial banks, non-banking institutions, different types of markets like equity, debt, foreign exchange, and derivative, etc. This course aims to provide theoretical and practical knowledge and emphasis on the organization, functions and structure of the financial markets and institutions. This course deals with how price determination works in financial markets and institutions. Moreover, this course provides a comprehensive understanding of Futures, Options and Swap contracts. In recent years, financial markets and institutions have introduced innovative products and therefore, this course emphasizes on the recent banking regulations as well.

## Course Outcomes

On successful completion, students will be able to

- describe the foundation, structure and functioning of financial markets and institutions.
- understand the global financial architecture and interconnectedness of modern financial markets and institutions.
- know the existence of different types of financial markets, critically evaluate their core products and features.
- explain the critical role of the central banking system and other financial intermediaries in the smooth functioning in modern economies
- identify and evaluate critically the financial engineering and innovation (FinTech, Cryptocurrencies, Central bank digital currencies, etc.) happening at the financial markets and the response of regulatory and supervisory bodies.

## Contents

1. Introduction

- 1.1 Why Study Financial Markets and Institutions?
- 1.2 Overview and Structure of the Financial System
2. An Overview of Banking Institutions
  - 2.1 The Role of Central Bank
  - 2.2 Monetary Policy and Interest Rates Determination
  - 2.3 Types of Financial Intermediaries (Commercial and Investment Banks, FinTech)
  - 2.4 The Role of Financial Intermediaries
3. Financial Markets and their Functions
  - 3.1 Money and Bond Markets
  - 3.2 Stock Market
  - 3.3 Mortgage Markets
  - 3.4 Exchange Rate Markets
  - 3.5 Derivative Markets
4. Non-Bank Operations
  - 4.1 Thrift operations
  - 4.2 Mutual Funds
  - 4.3 Insurance Companies
  - 4.4 Pension Fund Companies
5. Financial Futures, Options and Swaps
  - 5.1 Comparison between Futures and Forward Contracts
  - 5.2 Types of Option Contracts
  - 5.3 Option Pricing
  - 5.4 Swap Contracts
6. Financial Innovation and Banking Regulation
  - 6.1 Use of Credit Debt Obligations and Credit Default Swaps
  - 6.2 The Financial Crisis and Liquidity Crunch
  - 6.3 Risk Management
  - 6.4 Bailout of Financial Institutions
  - 6.5 Changes in Banking Regulation

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

- Fabozzi, F. J./ Jones, F.J./ Modigliani, F.P. (2013): Foundations of Financial Markets and Institutions: Pearson New International Edition. 4th edition, Pearson Education Limited, London.
- Madura, J. (2018): Financial Institutions and Markets. 12th edition, Cengage Learning Inc, Boston.
- Mishkin, F. S./ Eakins, S. G. (2018): Financial Markets and Institutions. 9th edition, Pearson, London.
- Pilbeam, K. (2018): Finance and Financial Markets. 4th edition, Red Globe Press, n.p.
- Valdez, S. & Molyneux. P. (2016): An introduction to global financial markets. 8th edition, Palgrave, London.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <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

# International Taxation

Module Code: DLMFAIT

<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. Florian Haase (International Taxation)

## Contributing Courses to Module

- International Taxation (DLMFAIT01)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Introduction of the International Taxation
- Double Tax Treaties
- Institutional Tax Planning and Management
- Taxation and Globalization
- Challenges of International Taxation

**Learning Outcomes****International Taxation**

On successful completion, students will be able to

- develop an in-depth understanding of both theory and practical aspects of international taxation.
- understand the types of taxes, how individuals and businesses are taxed and norms of international business taxation.
- demonstrate strong expertise in various double tax treaties, how cross-board business activities are taxed and understand tax evasion and avoidance of double taxation.
- learn about institutional tax planning and management such as rules of anti-avoidance, different tools of transfer pricing and controlled foreign company regimes.
- understand tax competition, role of tax havens and BEPS measures from a globalization perspective.
- identify and evaluate critically the challenges of international taxation such as lack of international tax coordination, tax issues in the age of digital economies, tax treaties dispute resolution mechanisms.

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

This module is similar to other modules in the field of Finance & Tax Accounting

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

All Master Programs in the Business & Management field

# International Taxation

Course Code: DLMFAIT01

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

## Course Description

Taxation is a very important issue for managers, business organizations, governments, society and other stakeholders. Taxation also affects the size, location, organization style (centralized vs. decentralized) and forms of business organizations. This course provides a comprehensive and nuanced perspective of international taxation both of theory and practice. The students will learn fundamental concepts and terms such as residence, source, double taxation, taxation relief, double tax treaties, active and passive sources of income. To successfully operate in a business environment, students should learn how businesses are internationally taxed and how to avoid the challenges of double taxation. The emphasis of this course is on direct taxation of income and corporation tax of multinational companies. This course aims to equip the knowledge of students to navigate the current challenging international tax landscape by getting a deeper understanding of difficulties in international tax coordination, tax issues in the age of digital economies, tax treaties and dispute resolution mechanisms.

## Course Outcomes

On successful completion, students will be able to

- develop an in-depth understanding of both theory and practical aspects of international taxation.
- understand the types of taxes, how individuals and businesses are taxed and norms of international business taxation.
- demonstrate strong expertise in various double tax treaties, how cross-board business activities are taxed and understand tax evasion and avoidance of double taxation.
- learn about institutional tax planning and management such as rules of anti-avoidance, different tools of transfer pricing and controlled foreign company regimes.
- understand tax competition, role of tax havens and BEPS measures from a globalization perspective.
- identify and evaluate critically the challenges of international taxation such as lack of international tax coordination, tax issues in the age of digital economies, tax treaties dispute resolution mechanisms.

## Contents

1. Introduction
  - 1.1 History of Taxation
  - 1.2 Basic Terms and Concepts of Taxation

- 1.3 Types of Taxation
- 1.4 Taxation of Individuals and Businesses
- 1.5 Norms of International Business Taxation
- 1.6 Global Tax Environment
2. Double Taxation Treaties
  - 2.1 Taxation Related to Cross-Board Business Activities
  - 2.2 Capital Gains
  - 2.3 Double Taxation Issues and Double Tax Relief in Practice
  - 2.4 Tax evasion and Avoidance of Double Taxation
  - 2.5 Case Studies
3. Institutional Tax Planning and Management
  - 3.1 Rules of Anti-Avoidance (Structure, Finance)
  - 3.2 Transfer Pricing Tools
  - 3.3 Controlled Foreign Company Regimes
4. Taxation and Globalization
  - 4.1 Tax Competition
  - 4.2 Tax Havens
  - 4.3 BEPS Measures
5. Challenges of International Taxation
  - 5.1 The Future Global Tax Environment
  - 5.2 International Tax Coordination
  - 5.3 European Union and Taxation
  - 5.4 Tax Issues in the Age of Digital Economies
  - 5.5 OECD BEPS Project Implementation
  - 5.6 Tax Treaties and Dispute Resolution Mechanisms

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

- Herzfeld, M. (2019): International taxation in a Nutshell. 12th edition, West Academic Publishing, Minnesota.
- James, S./ Nobes, C. (2018): The economics of taxation. 18th edition, Fiscal Publications, Bedfordshire.
- Oats, L./ Mulligan, E. (2019): Principles of International Taxation. 7th edition, Bloomberg Publishing, London.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <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

# Artificial Intelligence

Module Code: DLMAIAI

<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. Claudia Heß (Artificial Intelligence)

## Contributing Courses to Module

- Artificial Intelligence (DLMAIAI01)

## 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

- History of AI
- AI application areas
- Expert systems
- Neuroscience
- Modern AI systems

**Learning Outcomes****Artificial Intelligence**

On successful completion, students will be able to

- remember the historical developments in the field of artificial intelligence.
- analyze the different application areas of artificial intelligence.
- comprehend expert systems.
- apply Prolog to simple expert systems.
- comprehend the brain and cognitive processes from a neuro-scientific point of view.
- understand modern developments in artificial intelligence.

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

This module is similar to other modules in the field of Data Science & Artificial Intelligence

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

All Master Programmes in the IT & Technology field

# Artificial Intelligence

Course Code: DLMAIAI01

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

## Course Description

The quest for artificial intelligence has captured humanity's interest for many decades and has been an active research area since the 1960s. This course will give a detailed overview of the historical developments, successes, and set-backs in AI, as well as the development and use of expert systems in early AI systems. In order to understand cognitive processes, the course will give a brief overview of the biological brain and (human) cognitive processes and then focus on the development of modern AI systems fueled by recent developments in hard- and software. Particular focus will be given to discussion of the development of "narrow AI" systems for specific use cases vs. the creation of general artificial intelligence. The course will give an overview of a wide range of potential application areas in artificial intelligence, including industry sectors such as autonomous driving and mobility, medicine, finance, retail, and manufacturing.

## Course Outcomes

On successful completion, students will be able to

- remember the historical developments in the field of artificial intelligence.
- analyze the different application areas of artificial intelligence.
- comprehend expert systems.
- apply Prolog to simple expert systems.
- comprehend the brain and cognitive processes from a neuro-scientific point of view.
- understand modern developments in artificial intelligence.

## Contents

1. History of AI
  - 1.1 Historical Developments
  - 1.2 AI Winter
  - 1.3 Notable Advances in AI
2. Expert Systems
  - 2.1 Overview Over Expert Systems
  - 2.2 Introduction to Prolog
3. Neuroscience
  - 3.1 The (Human) Brain

### 3.2 Cognitive Processes

## 4. Modern AI Systems

### 4.1 Recent Developments in Hard- and Software

### 4.2 Narrow vs General AI

### 4.3 NLP and Computer Vision

## 5. AI Application Areas

### 5.1 Autonomous Vehicles & Mobility

### 5.2 Personalized Medicine

### 5.3 FinTech

### 5.4 Retail & Industry

## Literature

### Compulsory Reading

### Further Reading

- Chowdhary, K. R. (2020). Fundamentals of Artificial Intelligence. Springer India.
- Russell, S. & Norvig, P. (2022). Artificial intelligence. A modern approach (4th ed.). Pearson Education.
- Ward, J. (2020). The student's guide to cognitive neuroscience. (4th ed.). Taylor & Francis Group.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Practice Exam
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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: AI Excellence with Creative Prompting Techniques

Module Code: DLMPAIECPT1

<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. Gissel Velarde Perez (Project: AI Excellence with Creative Prompting Techniques)

## Contributing Courses to Module

- Project: AI Excellence with Creative Prompting Techniques (DLMPAIECPT01)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

### Split Exam

## Weight of Module

see curriculum

## Module Contents

In this module, students delve into the world of generative AI applications, creating AI-generated content such as text, images, and videos. They learn to design, analyze, and evaluate different prompting techniques in these systems and apply them within their respective fields of study.

### Learning Outcomes

#### Project: AI Excellence with Creative Prompting Techniques

On successful completion, students will be able to

- comprehend and implement various prompting techniques in generative AI applications.
- analyze, assess, and combine different prompt techniques for various expected AI outputs.
- implement ethical considerations into the design and execution of various generative AI applications.
- design, implement, and refine effective prompts and their combinations for real-world scenarios through various hands-on exercises.
- showcase creative and innovative thinking and reasoning in the application of advanced prompting techniques to solve multidimensional problems in their specialized area of study.

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

This module is similar to other modules in the field of Data Science & Artificial Intelligence

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

All Master Programs in the IT & Technology field

# Project: AI Excellence with Creative Prompting Techniques

Course Code: DLMPAIECPT01

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

## Course Description

In this course, students explore the exciting world of prompting in various generative AI applications. They involve themselves in hands-on exercises that combine various prompting techniques to create new AI-generated content, including text, images, and videos. Through these exercises, students learn how to effectively use, analyze, combine, and assess these systems within their specialized fields of study.

## Course Outcomes

On successful completion, students will be able to

- comprehend and implement various prompting techniques in generative AI applications.
- analyze, assess, and combine different prompt techniques for various expected AI outputs.
- implement ethical considerations into the design and execution of various generative AI applications.
- design, implement, and refine effective prompts and their combinations for real-world scenarios through various hands-on exercises.
- showcase creative and innovative thinking and reasoning in the application of advanced prompting techniques to solve multidimensional problems in their specialized area of study.

## Contents

- In this course, students engage in a practical application of a generative AI use case by choosing from the options provided in the extensive supplementary guide. The course presents practical examples as study materials and exercises with both individual and combined prompting techniques for open-source text, image, and video generation use cases. The exercises are crafted to inspire and lead students in executing their distinct generative AI use case work and provide guidance on describing the use case and selecting a mixture of prompting techniques. Additionally, students are led to critically evaluate the design, implementation, and the outcomes from both technical and ethical perspectives.

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

- Dang, H., Mecke, L., Lehmann, F., Goller, S., & Buschek, D. (2022). How to prompt? Opportunities and challenges of zero- and few-shot learning for human-AI interaction in creative applications of generative models. arXiv. <https://arxiv.org/pdf/2209.01390.pdf>
- Epstein, Z., Hertzmann, A., Herman, L., Mahari, R., Frank, M. R., Groh, M., Schroeder, H., Smith, A., Akten, M., Fjeld, J., Farid, H., Leach, N., Pentland, A. S., & Russakovsky, O. (2023). Art and the science of generative AI: A deeper dive. arXiv. <https://arxiv.org/pdf/2306.04141.pdf>
- Gozalo-Brizuela, R., & Garrido-Merchán, E. C. (2023). A survey of generative AI applications. arXiv. <https://arxiv.org/pdf/2306.02781.pdf>
- Wei, J., Wang, X., Schuurmans, D., Bosma, M., Ichter, B., Xia, F., Chi, E. H., Le., Q. V., & Zhou, D. (2023). Chain-of-thought prompting elicit reasoning in large language models. arXiv. <https://arxiv.org/pdf/2201.11903.pdf>

**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>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## Global Healthcare Markets

Module Code: DLMIHMGHM

<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. Alan Gillies (Global Healthcare Markets)

### Contributing Courses to Module

- Global Healthcare Markets (DLMIHMGHM01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Health – the Global Marketplace
- Stakeholders in the Global Health Sector
- Managing Healthcare Services and Products in Global Markets
- Industries in Global Health Markets
- Innovation in Global Health Markets

**Learning Outcomes****Global Healthcare Markets**

On successful completion, students will be able to

- understand global healthcare markets and the main stakeholders involved.
- analyze the global regulatory environment for healthcare products and services.
- appreciate the role of global health diplomacy in shaping global healthcare markets.
- apply management tools to different sectors of the global healthcare industry, including pharmaceuticals, hospitals, and insurance.
- explain innovation in global healthcare markets and its impact on patients, providers, and payers.

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

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

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

All Master Programs in the Health Affairs field

# Global Healthcare Markets

Course Code: DLMIHMGHM01

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

## Course Description

This course is designed to comprehensively introduce global healthcare markets and the complex set of determinants that shape these markets. Students will learn about the key healthcare industries and get confronted with an outlook in the different areas of innovation. Ultimately, the students will have an opportunity to engage with a set of up-to-date case studies. This course will provide students with a set of tools to manage healthcare services and products globally. Students will learn about the different stakeholders in the global health sector and the role of health diplomacy and governance from an industry perspective. The course will also cover topics such as the different types of global healthcare markets, market entry strategies, and how to effectively manage a global healthcare business.

## Course Outcomes

On successful completion, students will be able to

- understand global healthcare markets and the main stakeholders involved.
- analyze the global regulatory environment for healthcare products and services.
- appreciate the role of global health diplomacy in shaping global healthcare markets.
- apply management tools to different sectors of the global healthcare industry, including pharmaceuticals, hospitals, and insurance.
- explain innovation in global healthcare markets and its impact on patients, providers, and payers.

## Contents

1. Health – the Global Marketplace
  - 1.1 Influential Factors and Driving Forces
  - 1.2 Health Systems and Health Financing
  - 1.3 Private Insurance
  - 1.4 Regions and Markets
  - 1.5 Trade in Healthcare
2. Stakeholders in the Global Health Sector
  - 2.1 Global Health Governance and Regulation
  - 2.2 World Health Organization
  - 2.3 Global Health and Instruments in the UN System beyond WHO

- 2.4 TRIPS and Health
- 2.5 GATS and Health
3. Managing Healthcare Services and Products in Global Markets
  - 3.1 Business Models and Healthcare Ecosystems
  - 3.2 Risk Management and Product Safety
  - 3.3 Health Product Procurement
  - 3.4 Competition Parameters (Quality, Delivery, Cost, Flexibility)
  - 3.5 Health Services Management
4. Industries in Global Health Markets
  - 4.1 Pharmaceutical Industry
  - 4.2 Medical Products and Devices
  - 4.3 Hospitals and Hospital Groups
  - 4.4 Global Health Insurance Market
  - 4.5 Public-Private Partnerships
5. Innovation in Global Healthcare Markets
  - 5.1 Innovation Types and Concepts
  - 5.2 Personalized Medicine
  - 5.3 Digital Transformation in Healthcare
  - 5.4 Artificial Intelligence in Healthcare
  - 5.5 Innovations in Healthcare Delivery
6. Case Studies on Global Healthcare Markets
  - 6.1 Employee Health & Wellness in a Multinational Company
  - 6.2 The Global Fund: Shaping Global Markets for Critical Healthcare Products
  - 6.3 India and its Global Role as a Provider of Generic Medicines
  - 6.4 The Growth of International Telemedicine

## Literature

### Compulsory Reading

### Further Reading

- McPake, B., Normand, C., Smith, S., & Nolan, A. (2020). Health economics: An international perspective (4th ed.). Routledge.
- Rogers, E. M. (2003). Diffusion of innovations (5th ed.). Free Press.
- United Nations. (n.d.). Take action for the Sustainable Development Goals.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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

# International Health Systems

Module Code: DLMIHMIHS

<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. Sophie Xenia Constanze Brenner (International Health Systems)

## Contributing Courses to Module

- International Health Systems (DLMIHMIHS01)

## 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

- Aims and Principles of Health Care Systems
- Structural Features of Health Care Systems
- Health System Building Blocks
- Health System Efficiency
- Health Equity
- Country Case Studies

**Learning Outcomes****International Health Systems**

On successful completion, students will be able to

- understand various healthcare system delivery models.
- develop analytical skills in healthcare market drivers.
- identify and make a synthesis of national and international healthcare policies.
- interpret decision making processes in health care from an international perspective.

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

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

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

All Master Programs in the field of Health Affairs

# International Health Systems

Course Code: DLMIHMIHS01

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

## Course Description

This course addresses the health system perspective of international healthcare management. It emphasizes the system view and introduces the principles of good governance, equity, efficiency and sustainability as well as building blocks for health care systems design and management. The course conveys concepts, skills and core competencies in key areas as required by different stakeholder groups. By means of a structured comparative approach, the course analyzes different health systems that have long served as “prototypes” in the discussion, such as the UK’s National Health Service and the German Statutory Health Insurance. The course builds on concepts from health policy, health economics, insurance economics and broader health systems research.

## Course Outcomes

On successful completion, students will be able to

- understand various healthcare system delivery models.
- develop analytical skills in healthcare market drivers.
- identify and make a synthesis of national and international healthcare policies.
- interpret decision making processes in health care from an international perspective.

## Contents

1. Health Care Systems Internationally: Politics, Economics, and Policy
  - 1.1 Aims and Principles of Health Care Systems
  - 1.2 Structural Features of Health Care Systems
  - 1.3 Health System Building Blocks
  - 1.4 Contextual Factors
  - 1.5 Health System Governance
2. Organizing the Provision of Services
  - 2.1 Primary Care
  - 2.2 Specialist Care
  - 2.3 Hospital Care
  - 2.4 Pharmaceutical Care
3. Managing the Health Workforce

- 3.1 Medical Education
- 3.2 Supply and Distribution of Health Workers
- 3.3 Health Workforce Governance
- 3.4 Health Worker Migration
4. Health System Efficiency
  - 4.1 Measuring and Comparing Health System Outputs
  - 4.2 Cross-National Efficiency Comparisons of Health Systems
5. Health Equity
  - 5.1 Equity in Health Care Delivery
  - 5.2 Equity in Health Financing
6. Health Systems by Country – An Analytical Approach
  - 6.1 Germany
  - 6.2 United Kingdom
  - 6.3 United States
  - 6.4 Health Systems in Other Parts of the World

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

- Johnson, J., Stoskopf, C. & Shi, L. (2018). *Comparative health systems: A global perspective* (2nd ed.). Jones & Bartlett.
- Rice, T. (2021). *Health insurance systems: An international comparison*. Elsevier Science & Technology.
- Walshe, K., & Smith, J. (2016). *Healthcare management*. McGraw-Hill Education.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Practice Exam
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Slides	

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests

# Industrial and Organizational Psychology

Module Code: DLMWPAOP\_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. Timo Kortsch (Industrial and Organizational Psychology)

## Contributing Courses to Module

- Industrial and Organizational Psychology (DLMWPAOP01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

**Module Contents**

- 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****Industrial 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 job analysis.
- design workplaces so that they are motivating, satisfying and healthy and also meet the needs of employees.
- support and lead teams in productive and goal-oriented work and know which approaches can be applied.
- see organizational development as a systematic process and to reflect it accordingly.
- initiate, implement and reflect on change processes in organizations.
- operate contemporary measures of employee development and leadership development.
- take on tasks in the areas of management and human resource leadership.
- understand how organizations become learning organizations.

**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 other Master Programs in the Social Sciences field

# Industrial and Organizational Psychology

Course Code: DLMWPAOP01\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	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 job analysis.
- design workplaces so that they are motivating, satisfying and healthy and also meet the needs of employees.
- support and lead teams in productive and goal-oriented work and know which approaches can be applied.
- see organizational development as a systematic process and to reflect it accordingly.
- initiate, implement and reflect on change processes in organizations.
- operate contemporary measures of employee development and leadership development.
- take on tasks in the areas of management and human resource leadership.
- understand how organizations become learning organizations.

## Contents

1. Introduction to Industrial and Organizational Psychology
  - 1.1 The field of Industrial and Organizational Psychology
  - 1.2 Milestones in the Development of Industrial and Organizational Psychology
  - 1.3 Research Methods in Industrial and Organizational Psychology
  - 1.4 Tasks and Competencies of Industrial and Organizational Psychologists
2. Job Analysis and Competency Modeling
  - 2.1 Definition and Purpose of the Job Analysis

- 2.2 Methodical Approaches of the Job Analysis
- 2.3 Procedure for Job Analyses
- 2.4 Selected Methods of Job Analysis
- 2.5 Competency Modeling
3. Job Satisfaction, Happiness and Work Motivation
  - 3.1 Job Satisfaction
  - 3.2 Happiness at Work
  - 3.3 Work Motivation
4. Work Design
  - 4.1 History of Work Design
  - 4.2 Major Work Design Perspectives
  - 4.3 Models of Work Design
  - 4.4 Job Crafting
5. Mental Health and Work stress
  - 5.1 Mental Health and Stress
  - 5.2 Stress Reactions
  - 5.3 Theories of Stress
  - 5.4 Stress Intervention
6. Training and Development
  - 6.1 Development is more than just Training
  - 6.2 Goals of Training and Development
  - 6.3 Instructional Principles
  - 6.4 Training and Development Process
  - 6.5 Transfer and the Transfer Problem
7. Teams
  - 7.1 Definition: Groups vs. Teams
  - 7.2 Teambuilding
  - 7.3 Diversity in Teams
  - 7.4 Leadership in Teams
8. Leadership
  - 8.1 What is Leadership?
  - 8.2 Leadership vs. Management
  - 8.3 Traits, Personal Characteristics and Skills

- 8.4 Behavioral Styles
- 8.5 Contingency Theories
- 8.6 Charisma, Transformational and Transactional Leadership
- 8.7 Servant, Authentic and Ethic leadership
- 8.8 Culture and Leadership
9. Organizational Culture and Organizational Change
  - 9.1 Organization Change and Development
  - 9.2 Organizational Culture
10. Learning Organization
  - 10.1 What is a Learning Organization?
  - 10.2 Individual and Organizational Learning
  - 10.3 Learning Climate and Learning Culture

## Literature

### Compulsory Reading

### Further Reading

- McKenna, E. (2020). Business psychology and organizational behaviour (6th ed.). Routledge.
- Rothmann, S., & Cooper, S. L. (2022). Work and organizational psychology (3rd ed.). Routledge.
- Weiner, I. B., Schmitt, N. W., & Highhouse, S. (Eds.). (2012). Handbook of psychology: Industrial and organizational psychology (2nd ed.). John Wiley & Sons.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <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

## Seminar: International Human Resource Management

Module Code: DLMSIHRM\_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>
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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. Katharina-Maria Rehfeld (Seminar: International Human Resource Management)

### Contributing Courses to Module

- Seminar: International Human Resource Management (DLMSIHRM01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies

Written Assessment: Research Essay

Study Format: Distance Learning

Written Assessment: Research Essay

#### Split Exam

### 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**

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

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

All Master Programs in the Business & Management fields

# Seminar: International Human Resource Management

Course Code: DLMSIHRM01\_E

Study Level	Language of Instruction and Examination	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 expatriates 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 myStudies**

<b>Study Format</b> myStudies	<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>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<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> 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>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## Quality Management and Sustainability

Module Code: DLMEMQMS

<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. Adrienne Steffen (Quality Management and Sustainability)

### Contributing Courses to Module

- Quality Management and Sustainability (DLMEMQMS01)

### 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

<p><b>Module Contents</b></p> <ul style="list-style-type: none"> <li>▪ Introduction to quality management</li> <li>▪ Processes and problem solving</li> <li>▪ Quality techniques</li> <li>▪ Standards, auditing, and certification</li> <li>▪ Total Quality Management (TQM)</li> <li>▪ Introduction to sustainability in engineering</li> <li>▪ Sustainability in the business context</li> <li>▪ Incorporating sustainability in project management</li> </ul>	
<p><b>Learning Outcomes</b></p> <p><b>Quality Management and Sustainability</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ analyze the purpose and objectives of operational quality management (QM).</li> <li>▪ demonstrate the core task of management and recognize the effectiveness and efficiency of QM systems in the execution of business processes.</li> <li>▪ choose and apply the basic concepts of quality and process management.</li> <li>▪ model the structure of the QM system and its components.</li> <li>▪ appraise the structure of standardization series of standards including the process of requirements for auditing and certification of QM systems.</li> <li>▪ relate sustainability to other success factors in engineering and justify its practice.</li> <li>▪ distinguish the peculiarities of sustainability in engineering management by interpreting relevant positives and challenges.</li> <li>▪ assess the triple bottom line and/or other frameworks for sustainability to design innovative business models.</li> <li>▪ combine sustainability norms and practices into engineering project management generating added value for all stakeholders.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field of Quality and Sustainability Management</p>	<p><b>Links to other Study Programs of the University</b></p> <p>All Master Programs in the Transport &amp; Logistics field</p>

# Quality Management and Sustainability

Course Code: DLMEMQMS01

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

## Course Description

The lecture starts with basic concepts of quality, quality management (QM), quality management system, and customer satisfaction. Afterwards the course deals with the most important operational processes and the quality characteristics of products and services. Quality techniques are the subject of the third section. Requirements for a QM system according to standardization procedures are explained and the procedure for certification and auditing is explained. Other QM models, e.g., the EFQ or TQM, are discussed. The second part of the lecture is dedicated to sustainability for primarily engineering companies followed by noteworthy examples from the domain. A further focus exists on the triple bottom line approach, its obligations, and opportunities. Finally, a detailed analysis of how to incorporate sustainability in engineering project management considering its impact and challenges while factoring in project management practices and standards.

## Course Outcomes

On successful completion, students will be able to

- analyze the purpose and objectives of operational quality management (QM).
- demonstrate the core task of management and recognize the effectiveness and efficiency of QM systems in the execution of business processes.
- choose and apply the basic concepts of quality and process management.
- model the structure of the QM system and its components.
- appraise the structure of standardization series of standards including the process of requirements for auditing and certification of QM systems.
- relate sustainability to other success factors in engineering and justify its practice.
- distinguish the peculiarities of sustainability in engineering management by interpreting relevant positives and challenges.
- assess the triple bottom line and/or other frameworks for sustainability to design innovative business models.
- combine sustainability norms and practices into engineering project management generating added value for all stakeholders.

## Contents

1. Introduction to quality management
  - 1.1 Classification and meaning
  - 1.2 Managing quality

- 1.3 Definition and characteristics of quality
- 1.4 Requirements
- 1.5 Customer satisfaction
2. Processes and problem solving
  - 2.1 Processes and process management
  - 2.2 Process measurement
  - 2.3 Problem-solving techniques
3. Quality techniques
  - 3.1 Elementary quality tools (error collection list, flow chart, histogram, Pareto chart, correlation analysis, cause-and-effect diagram, quality control chart)
  - 3.2 Management tools (affinity diagram, relations diagram, tree diagram, matrix diagram, portfolio diagram, problem decision plan)
  - 3.3 Other quality techniques (FMEA, QFD, and House of Quality, Design of Experiments, Poka Yoke)
4. Standards, auditing, and certification
  - 4.1 Standardized quality management systems
  - 4.2 Auditing and certification
5. Total Quality Management (TQM)
  - 5.1 TQM as a management approach
  - 5.2 Principles of TQM
  - 5.3 TQM in engineering
6. Introduction to sustainability in engineering
  - 6.1 Defining sustainability in engineering
  - 6.2 Examples of sustainability in engineering
7. Sustainability in the business context
  - 7.1 The triple bottom line
  - 7.2 Obligations and opportunities
8. Incorporating sustainability in project management
  - 8.1 The impact of sustainability in project management
  - 8.2 The challenges
  - 8.3 The practices and standards of project management

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

- Brzozowska, A., Pabian, A., & Pabian, B. (2021). Sustainability in project management: A functional approach. CRC Press.
- Foster, S. T. (2017). Managing quality: Integrating the supply chain (Global ed.). Pearson Education Limited.
- Luthra, S., Garg, D., Aggarwal, A., & Mangla, S. K. (2021). Total quality management (TQM): Principles, methods, and applications. CRC Press.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <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

# Global Supply Chain Management

Module Code: MWCH1\_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. Sebastian Stütz (Global Supply Chain Management)

## Contributing Courses to Module

- Global Supply Chain Management (MWCH01\_E)

## 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

- Value networks - motives, typologies, goals
- Directions of impact of SCM strategies

**Learning Outcomes****Global Supply Chain Management**

On successful completion, students will be able to

- specify the goals and tasks of supply chain management and how it differs from pure logistics management.
- specify the tools and instruments for designing SCM.
- list possible measures to avoid obstacles in the implementation and operation of supply chains.
- assess the potential impact of coordinating collaborations on supply chain management.
- name the basic supply, disposal and recycling strategies and indicate their contents.
- indicate the motives for quality management in SCM and the methods and instruments used.
- assess which business software can support and control the functions of the supply chain.

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

This module is similar to other modules in the fields of Transportation & Logistics

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

All Master Programs in the Transport & Logistics fields

# Global Supply Chain Management

Course Code: MWCH01\_E

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

## Course Description

A problem-centered understanding of global value networks requires knowledge of their motives and goals. Furthermore, in view of the apparent diversity, it seems particularly useful to systematize these networks in certain typologies. On the basis of such systematizations it is then possible to systematize the spectrum of strategically relevant questions and design options in the field of SCM in a differentiated form. In addition, this also makes it possible to present the instrumental categories of SCM that are particularly relevant in this context.

## Course Outcomes

On successful completion, students will be able to

- specify the goals and tasks of supply chain management and how it differs from pure logistics management.
- specify the tools and instruments for designing SCM.
- list possible measures to avoid obstacles in the implementation and operation of supply chains.
- assess the potential impact of coordinating collaborations on supply chain management.
- name the basic supply, disposal and recycling strategies and indicate their contents.
- indicate the motives for quality management in SCM and the methods and instruments used.
- assess which business software can support and control the functions of the supply chain.

## Contents

1. Motives and Effects of Logistics Value Networks
  - 1.1 What does Supply Chain Management mean?
  - 1.2 What is logistics management?
  - 1.3 Service providers in the supply chain
  - 1.4 Importance of Supply Chain Management
2. Typologies of SCM and design models
  - 2.1 Supply chain strategy
  - 2.2 Instruments for supply chain strategies
  - 2.3 Inventory Reduction in Warehouse Management
  - 2.4 Freight cost reduction within the framework of the transport cost policy

- 2.5 Efficient Replenishment
- 3. Problem-oriented concepts and corresponding management concepts
  - 3.1 Problems in the supply chain
  - 3.2 Interfaces in the Supply Chain
  - 3.3 The Bullwhip Effect
  - 3.4 Collaborative Planning, Forecasting and Replenishment (CPFR)
- 4. Tasks and goals of the SCM
  - 4.1 Tasks in Supply Chain Management
  - 4.2 Goals of Supply Chain Management
  - 4.3 Sustainable Supply Chain Management (SSCM)
- 5. Cooperation and coordination
  - 5.1 The Corporate Strategy
  - 5.2 Sensible corporate strategies: Instruments and Methods
  - 5.3 Strategic alliances in the context of supply chain management
  - 5.4 Requirements for successful cooperation
  - 5.5 Bundling of activities and process adjustments in cooperations
- 6. Supply, disposal and recycling strategies
  - 6.1 Supply strategies
  - 6.2 Disposal strategies
  - 6.3 Recycling, reuse/recycling and the corresponding strategies
- 7. Quality assurance
  - 7.1 Quality management systems
  - 7.2 Quality Assurance in Supply Chain Management
  - 7.3 Methods in quality management
  - 7.4 Instruments in organizational design
- 8. Information retrieval
  - 8.1 Information Technology in Supply Chain Management
  - 8.2 Business Software
  - 8.3 The Balanced Scorecard as a control instrument

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

- Arndt, H. (2010): Supply Chain Management. Optimization of logistic processes. 5th edition, Gabler, Wiesbaden.
- Chopra, S./Meindl, P. (2007): Supply Chain Management. Strategy, Planning and Operation. 3rd edition, Pearson, New Jersey.
- Cohen, S./Roussel, J. (2006): Strategic Supply Chain Management. Springer, Berlin/Heidelberg.
- Corsten, H./Gössinger, R. (2008): Introduction to Supply Chain Management. 2nd edition, Oldenbourg, Munich.
- Handfield, R. B./Nichols, E. L. (2008): Introduction to Supply Chain Management. Prentice Hall, Upper Saddle River, NJ.
- Petry, T. (2006): Network strategy. Core of an integrated management of corporate networks. Gabler, Wiesbaden.
- Pfohl, H. C. (2009): Logistics systems. Fundamentals of Business Administration. 8th Edition, Springer, Berlin.
- Schulte, C. (2009): Logistics. Ways to optimize the supply chain. 5th edition, Vahlen, Munich.
- Simchi-Levi, D./Kaminsky, P./Simchi-Levi, E. (2008): Designing and Managing the Supply Chain. Concepts, Strategies and Case Studies. 3rd edition, McGraw-Hill, Boston.
- Werner, H. (2010): Supply Chain Management. Basics, strategies, instruments. Springer, Berlin.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Practice Exam
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Slides	

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests

# International Marketing

Module Code: DLMMARE

<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

Caterina Fox (International Marketing)

## Contributing Courses to Module

- International Marketing (DLMMARE01)

## 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

- Introduction to international marketing
- The international context of corporations
- International marketing strategies
- Features of the marketing-mix specific to the international context
- Trends in international marketing

**Learning Outcomes****International Marketing**

On successful completion, students will be able to

- transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.
- perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.
- assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.
- combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

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

This module is similar to other modules in the field of Marketing & Sales.

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

All Master Programmes in the Marketing & Communication field.

# International Marketing

Course Code: DLMMARE01

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

## Course Description

The most important task of international marketing is recognizing which international markets and business-related dependencies should be targeted for the marketing of products and services. The course begins with defining key terms and concepts associated with the field of marketing management and then extrapolates these to the international context. The first section of the course equips students with an understanding of how to perform a structured analysis of international markets, using elements of the “PEST Analysis” (political, legal, economical, socio-cultural, and technological frameworks). Strategical aspects of marketing as well as instruments used to analyze the marketing mix are discussed as they relate to the international context. Inadequate consideration of marketing orientation as well as underestimating the impact of cultural differences both present serious threats to the success of any corporation. This course shall therefore analyze and discuss contemporary case studies involving multinational corporations to elucidate these potential threats. Industry-based case studies also offer students the opportunity to put into practice the knowledge and tools acquired in this course to address some of the specific challenges of international marketing.

## Course Outcomes

On successful completion, students will be able to

- transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.
- perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.
- assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.
- combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

## Contents

1. Introduction to International Marketing
  - 1.1 Issues Related to International Marketing
  - 1.2 Environmental Factors in International Market Development
  - 1.3 Features of Buying Behavior in International Marketing

2. International Marketing Strategies
  - 2.1 Marketing Segmentation and Market Selection
  - 2.2 Market Entry Strategy
  - 2.3 Market Exit Strategy
3. International Market Research
  - 3.1 Qualitative and Quantitative Primary Research
  - 3.2 International Survey and Observations
4. International Marketing for Specific Sectors
  - 4.1 Industrial Goods Sector
  - 4.2 Consumer Goods Sector
  - 4.3 Wholesale and Retail Sector
  - 4.4 Service Sector
5. International Products
  - 5.1 Product Policy
  - 5.2 Product Mix and Degree of Standardization
  - 5.3 Brand Policy
6. International Pricing and Terms and Sales Policies
  - 6.1 Pricing on International Markets
  - 6.2 Types of Price Discrimination
  - 6.3 Credit and Discount Policy
7. International Promotion
  - 7.1 International Promotion
  - 7.2 International Promotion Mix
  - 7.3 Optimal Standardization
8. International Distribution
  - 8.1 Distribution Channels, Intermediaries, and Distribution Schemes
  - 8.2 Organizational Forms for International Market Development
  - 8.3 Potential for Standardization
9. International Marketing Mix
  - 9.1 Home Country Orientation
  - 9.2 Global Orientation
  - 9.3 Multinational Orientation

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

- Cateora, P.R., Money, B., Gilly, M.C. & Graham, J.L. (2019) International Marketing, 18th Edition, McGraw-Hill.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

## International Consumer Behavior

Module Code: DLMBCBR1

<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

Caterina Fox (International Consumer Behavior)

### Contributing Courses to Module

- International Consumer Behavior (DLMBCBR01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Consumer Behavior
- The Consumer Decision-Making Process
- Internal Influences on Consumer Behavior
- External Influences on Consumer Behavior
- International Consumer Behavior
- International Marketing Strategy and Consumer Behavior

### **Learning Outcomes**

#### **International Consumer Behavior**

On successful completion, students will be able to

- outline the purchase decision-making process undertaken by the consumer.
- describe the internal and external influences on the consumer decision-making processes.
- identify the different research methods available to companies to collect relevant data regarding their consumers and their behavior
- develop a plan to generate required market research data regarding consumer behavior and decision-making.
- be able to generate, analyze, interpret and report relevant data regarding consumers.
- present the key concepts characterizing international consumer behavior and discuss their impact on global marketing strategies.

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

This module is similar to other modules in the fields of Marketing & Sales

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

All Master Programmes in the fields of Marketing & Communication

# International Consumer Behavior

Course Code: DLMBCBR01

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

## Course Description

In a global economy characterized by greater competition, companies operating internationally need comprehensive market-driven strategies to survive in the market place. The course provides students with the relevant concepts for understanding the international environment of the company with focus on the demand side/the consumer. Students learn how differences in culture, economic systems, and political environments impact consumers' behavior in terms of decision-making in the fields of acquisition, consumption, and disposal of products, services, experiences, and ideas.

## Course Outcomes

On successful completion, students will be able to

- outline the purchase decision-making process undertaken by the consumer.
- describe the internal and external influences on the consumer decision-making processes.
- identify the different research methods available to companies to collect relevant data regarding their consumers and their behavior
- develop a plan to generate required market research data regarding consumer behavior and decision-making.
- be able to generate, analyze, interpret and report relevant data regarding consumers.
- present the key concepts characterizing international consumer behavior and discuss their impact on global marketing strategies.

## Contents

1. Consumer Behavior
  - 1.1 Consumer Behavior and International Marketing
  - 1.2 Consumer Decision-Making in the Marketplace
2. The Consumer Decision-Making Process
  - 2.1 The Pre-Purchase Stage
  - 2.2 The Purchase Stage
  - 2.3 The Post-Purchase Stage
3. Internal Influences on Consumer Behavior
  - 3.1 Motives and Motivation

- 3.2 Perception
- 3.3 Attitude
4. External Influences on Consumer Behavior
  - 4.1 Culture
  - 4.2 Subculture
  - 4.3 Groups and Families
5. International Consumer Behavior
  - 5.1 Cultural Dimensions
  - 5.2 The Influence of Social Media on Consumer Decision-Making
6. International Marketing Strategy and Consumer Behavior
  - 6.1 International Market Segmentation and Product Positioning
  - 6.2 Consumer Behavior and Product Strategy
  - 6.3 Consumer Behavior and Communication Strategy
  - 6.4 Consumer Behavior and Pricing Strategy
  - 6.5 Consumer Behavior and Distribution Strategy

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

- Schiffman, L. G., & Kanuk, L. L. (2014). Consumer behavior. Frenchs Forest.: Pearson Education Australia.
- Solomon, M. (2016). Consumer behavior: Buying, having, and being (12th ed.). New York City, NY: Pearson.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

# Leadership

Module Code: DLMBLSE-02

<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

Muriel Poehler (Leadership)

## Contributing Courses to Module

- Leadership (DLMBLSE01-02)

## 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

- Organizational Behavior
- Motivation
- Justice
- Power Decisions
- Diversity

**Learning Outcomes****Leadership**

On successful completion, students will be able to

- understand behavior of employees from a psychological and sociological point of view.
- apply and reflect several behavioral and motivational theories relevant to the workplace and draw conclusions for management problems.
- raise awareness to workplace issues around justice and apply their knowledge in to their management decisions.
- reflect individual and group mechanisms against the background of diversity.
- develop a deep understanding of decision-making processes and common biases and errors in decision-making.
- critically reflect on conflicts with their processes and patterns, and solve them more effectively.

**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: DLMBLSE01-02

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

## Course Description

Students will be prepared to take over a leadership role in an organization. Students will be equipped with the psychological foundation of performance and commitment as the most crucial outcome variables in leadership. Based on their psychological understanding, they will develop a deep understanding of resulting social processes such as motivation, conflict, power, and leadership. Solid theoretical foundations will be taught, and students will transfer their theoretical knowledge to work-place problems.

## Course Outcomes

On successful completion, students will be able to

- understand behavior of employees from a psychological and sociological point of view.
- apply and reflect several behavioral and motivational theories relevant to the workplace and draw conclusions for management problems.
- raise awareness to workplace issues around justice and apply their knowledge in to their management decisions.
- reflect individual and group mechanisms against the background of diversity.
- develop a deep understanding of decision-making processes and common biases and errors in decision-making.
- critically reflect on conflicts with their processes and patterns, and solve them more effectively.

## Contents

1. Organizational Behavior as the Foundation of Leadership
  - 1.1 What Is Organizational Behavior?
  - 1.2 Job Performance
  - 1.3 Organizational Commitment
2. Psychological Mechanisms
  - 2.1 Individual Characteristics
  - 2.2 Individual Mechanisms
  - 2.3 Group Characteristics & Diversity
  - 2.4 Group Mechanisms
  - 2.5 Organization Mechanisms

3. Motivation Concepts
  - 3.1 Self-Determination Theory
  - 3.2 Reinforcement Theory
  - 3.3 Expectancy Theorie
  - 3.4 Motivational Concepts Applied
4. Organizational Justice
  - 4.1 Equity Theory
  - 4.2 Distributive Justice
  - 4.3 Procedural Justice
  - 4.4 Interactional Justice
  - 4.5 Cultural Justice
5. Making and Implementing Decisions
  - 5.1 Perception and Individual Decision-Making
  - 5.2 The Rational Model, Bounded Rationality, and Intuition
  - 5.3 Common Biases and Errors in Decision Making
6. Power and Politics
  - 6.1 Trait Theories of Leadership
  - 6.2 Behavioral Theories
  - 6.3 Contingency Theories
  - 6.4 LMX Theory
  - 6.5 Bases of Power
  - 6.6 The General Dependence Postulate
  - 6.7 Influence Tactics
7. Conflict
  - 7.1 The Conflict Process
  - 7.2 Negotiation in a Social Context

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

- Ashkenas, R., & Manville, B. (2018). *Harvard Business Review Leader's Handbook: Make an Impact, Inspire Your Organization, and Get to the Next Level*. Harvard Business Press.
- Bachrach, D. G., Kim, K. Y., Patel, P. C., & Harms, P. D. (2022). Birds of a feather?: Firm sales growth and narcissism in the upper echelons at the CEO-TMT interface. *The Leadership Quarterly*, 101621.
- Banks, G. C., Dionne, S. D., Mast, M. S., & Sayama, H. (2022). Leadership in the digital era: A review of who, what, when, where, and why. *The Leadership Quarterly*, 101634.
- Colquitt, J., Lepine, J. A., & Wesson, M. J. (2022). *Organizational Behavior: Improving Performance and Commitment in the Workplace (8e)*. New York, NY, USA: McGraw-Hill.
- Han, G. H., & Harms, P. D. (2010). Team identification, trust and conflict: A mediation model. *International Journal of conflict management*.
- Hannah, S. T., Avolio, B. J., Luthans, F., & Harms, P. D. (2008). Leadership efficacy: Review and future directions. *The Leadership Quarterly*, 19(6), 669-692.
- Nieken, P. (2022). Charisma in the gig economy: The impact of digital leadership and communication channels on performance. *The Leadership Quarterly*, 101631.
- Obenauer, W. G., & Kalsher, M. J. (2022). Is white always the standard? Using replication to revisit and extend what we know about the leadership prototype. *The Leadership Quarterly*, 101633.
- Robbins, S. P., Judge, T. A., & Campbell, T. T. (2021). *Organizational behaviour*. Pearson education.
- Spain, S. M., Harms, P., & LeBreton, J. M. (2014). The dark side of personality at work. *Journal of organizational behavior*, 35(S1), S41-S60.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Seminar: Current Issues in Leadership & Management

Module Code: DLMCILM

<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. Katharina Rehfeld (Seminar: Current Issues in Leadership & Management)

### Contributing Courses to Module

- Seminar: Current Issues in Leadership & Management (DLMCILM01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

Current issues in Leadership and Management focuses on compelling issues in leadership theory and practice. It is intended to present students with some of the latest and most innovative thinking about leadership and management and to promote practical insights for leadership within a variety of settings.

**Learning Outcomes****Seminar: Current Issues in Leadership & Management**

On successful completion, students will be able to

- expand embedded understandings of leadership and management using theoretical inputs as well as practical cases.
- systematically explore specific contemporary issues in leadership and management through guided literature research.
- develop research skills encompassing problem definition, literature research, research methods and scientific writing.

**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

## Seminar: Current Issues in Leadership & Management

Course Code: DLMCILM01

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

### Course Description

Current issues in Leadership and Management focuses on compelling issues in leadership theory and practice. It is intended to present students with some of the latest and most innovative thinking about leadership and management and to promote practical insights for leadership within a variety of settings. The course encourages students to look beyond embedded leadership ideas and practices and to consider leadership more broadly. Students research a topic of their choice in depth and write their own research report. Students are invited to rethink their orientation to leadership and human interaction.

### Course Outcomes

On successful completion, students will be able to

- expand embedded understandings of leadership and management using theoretical inputs as well as practical cases.
- systematically explore specific contemporary issues in leadership and management through guided literature research.
- develop research skills encompassing problem definition, literature research, research methods and scientific writing.

### Contents

- Examples of research topics on current issues in leadership and management are available when starting the module. For the research essay, students can choose from these topics or can suggest their own.
- **Destructive leadership and toxic bosses**
- **Managing virtual teams**
- **Women and gender in leadership**
- **Leveraging individual leadership potential**
- **Ethical leadership**
- **Teams and national culture**

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

- Kreutzer, R. T., Neugebauer, T., & Pattloch, A. (2018). *Digital Business Leadership: Digital Transformation, Business Model Innovation, Agile Organization, Change Management*. Springer.
- Meixner, T., & Pospisil, R. (2021). Personality Matters: Prediction of Organizational Commitment Using Leadership and Personality. *International Journal of Organizational Leadership*, 10(3), 248–265.
- Schattke, K., & Marion-Jetten, A. S. (2022). Distinguishing the Explicit Power Motives ; Relations With Dark Personality Traits, Work Behavior, and Leadership Styles. *Zeitschrift Für Psychologie* ; Volume 230, Issue 4, Page 290-299.
- Tissington, P. (2017). *How to Write Successful Business and Management Essays Ed. 2*.
- Warren, N. L., Farmer, M., Gu, T., & Warren, C. (2021). Marketing Ideas: How to Write Research Articles that Readers Understand and Cite. *Journal of Marketing*, 85(5), 42–57.

**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>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"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# Artificial Intelligence

Module Code: DLMAIAI

<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. Claudia Heß (Artificial Intelligence)

## Contributing Courses to Module

- Artificial Intelligence (DLMAIAI01)

## 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

- History of AI
- AI application areas
- Expert systems
- Neuroscience
- Modern AI systems

**Learning Outcomes****Artificial Intelligence**

On successful completion, students will be able to

- remember the historical developments in the field of artificial intelligence.
- analyze the different application areas of artificial intelligence.
- comprehend expert systems.
- apply Prolog to simple expert systems.
- comprehend the brain and cognitive processes from a neuro-scientific point of view.
- understand modern developments in artificial intelligence.

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

This module is similar to other modules in the field of Data Science & Artificial Intelligence

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

All Master Programmes in the IT & Technology field

# Artificial Intelligence

Course Code: DLMAIAI01

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

## Course Description

The quest for artificial intelligence has captured humanity's interest for many decades and has been an active research area since the 1960s. This course will give a detailed overview of the historical developments, successes, and set-backs in AI, as well as the development and use of expert systems in early AI systems. In order to understand cognitive processes, the course will give a brief overview of the biological brain and (human) cognitive processes and then focus on the development of modern AI systems fueled by recent developments in hard- and software. Particular focus will be given to discussion of the development of "narrow AI" systems for specific use cases vs. the creation of general artificial intelligence. The course will give an overview of a wide range of potential application areas in artificial intelligence, including industry sectors such as autonomous driving and mobility, medicine, finance, retail, and manufacturing.

## Course Outcomes

On successful completion, students will be able to

- remember the historical developments in the field of artificial intelligence.
- analyze the different application areas of artificial intelligence.
- comprehend expert systems.
- apply Prolog to simple expert systems.
- comprehend the brain and cognitive processes from a neuro-scientific point of view.
- understand modern developments in artificial intelligence.

## Contents

1. History of AI
  - 1.1 Historical Developments
  - 1.2 AI Winter
  - 1.3 Notable Advances in AI
2. Expert Systems
  - 2.1 Overview Over Expert Systems
  - 2.2 Introduction to Prolog
3. Neuroscience
  - 3.1 The (Human) Brain

### 3.2 Cognitive Processes

## 4. Modern AI Systems

### 4.1 Recent Developments in Hard- and Software

### 4.2 Narrow vs General AI

### 4.3 NLP and Computer Vision

## 5. AI Application Areas

### 5.1 Autonomous Vehicles & Mobility

### 5.2 Personalized Medicine

### 5.3 FinTech

### 5.4 Retail & Industry

## Literature

### Compulsory Reading

### Further Reading

- Chowdhary, K. R. (2020). Fundamentals of Artificial Intelligence. Springer India.
- Russell, S. & Norvig, P. (2022). Artificial intelligence. A modern approach (4th ed.). Pearson Education.
- Ward, J. (2020). The student's guide to cognitive neuroscience. (4th ed.). Taylor & Francis Group.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

## Seminar: Current Topics in AI

Module Code: DLMAISCTAI

<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. Tim Schlippe (Seminar: Current Topics in AI)

### Contributing Courses to Module

- Seminar: Current Topics in AI (DLMAISCTAI01)

### Module Exam Type

#### Module Exam

Study Format: myStudies

Written Assessment: Research Essay

Study Format: Distance Learning

Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

In this module, students will reflect on current developments in AI. To this end, pertinent topics will be introduced via articles that are then critically evaluated by the students in the form of a written essay.

**Learning Outcomes****Seminar: Current Topics in AI**

On successful completion, students will be able to

- discuss current research trends and topics in AI.
- compose a theoretical essay exploring a selected topic in AI.
- expound upon apposite assumptions and design choices pertaining to the topic of choice.
- link the chosen topic to analogous approaches.
- identify and delineate potential uses for the chosen topic's concepts.

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

This module is similar to other modules in the field of Data Science & Artificial Intelligence

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

All Master Programmes in the IT & Technology field

## Seminar: Current Topics in AI

Course Code: DLMAISCTAI01

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

### Course Description

The topic of artificial Intelligence (AI) has been addressed in computer science and cognitive science research since the 1950s; however, the meaning associated with the term has changed considerably over time. Having once been predominantly associated with logical calculus, reasoning, and planning, AI is now primarily interpreted in the context of deep networks of computational units. Despite these changes in approach, the important characteristic of AI continues to be the understanding and reproduction of cognitive abilities and functions by machines. This seminar strives to elucidate current research trends in AI. The students learn to independently analyze selected topics and case studies and link them with well-known concepts, as well as critically question and discuss them.

### Course Outcomes

On successful completion, students will be able to

- discuss current research trends and topics in AI.
- compose a theoretical essay exploring a selected topic in AI.
- expound upon apposite assumptions and design choices pertaining to the topic of choice.
- link the chosen topic to analogous approaches.
- identify and delineate potential uses for the chosen topic's concepts.

### Contents

- The seminar covers current topics in artificial intelligence. Each participant must write a seminar paper on a topic assigned to him/her.

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

- Bailey, S. J. (2020). Academic writing for international students of business and economics (3rd ed.). Routledge.
- Day, T. (2018). Success in academic writing. (2nd ed.)
- Fang, Z. (2021). Demystifying academic writing: genres, moves, skills, and strategies. Routledge, Taylor & Francis Group.
- Silvia, P. J. (2019). How to write a lot: a practical guide to productive academic writing (2nd ed.). American Psychological Association.

**Study Format myStudies**

<b>Study Format</b> myStudies	<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>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<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> 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>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# Disruptive Innovation

Module Code: DLMIEEEDT1

<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

Sabine Pur (Disruptive Innovation)

## Contributing Courses to Module

- Disruptive Innovation (DLMIEEEDT01)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Major Areas of Innovation
- Introduction to Disruptive Innovation
- The Process of Disruption
- Significance of Disruptive Innovation
- Management of Disruptive Innovation
- Examples of Disruptive Innovation

**Learning Outcomes****Disruptive Innovation**

On successful completion, students will be able to

- explain the definitions and basic theory dealing with disruptive innovation.
- distinguish disruptive innovation from other forms of innovation.
- assess major areas in which disruptive innovation may occur.
- understand the essential elements of the process of disruption.
- determine and evaluate the significance of disruptive innovation.
- comprehend and evaluate examples of disruptive innovation.

**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

# Disruptive Innovation

Course Code: DLMIEEEDT01

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

## Course Description

The term “Disruptive Innovation” was defined by the American scholar Clayton M. Christensen. A disruptive innovation is an innovative product, service, or business model that eventually overturns the existing dominant businesses in the market. It is therefore also about the failure of incumbent companies to stay on top of their industries when they encounter disruptive types of market and technological changes. Disruptive innovations tend to be produced by small teams, outsiders, or entrepreneurs in start-ups, rather than existing market-leading companies. This module focusses on the process of disruption and the significance of disruptive innovation. It highlights approaches for its management and concludes with examples of disruptive innovations from recent years.

## Course Outcomes

On successful completion, students will be able to

- explain the definitions and basic theory dealing with disruptive innovation.
- distinguish disruptive innovation from other forms of innovation.
- assess major areas in which disruptive innovation may occur.
- understand the essential elements of the process of disruption.
- determine and evaluate the significance of disruptive innovation.
- comprehend and evaluate examples of disruptive innovation.

## Contents

1. Major Areas of Innovation
  - 1.1 Invention Versus Innovation
  - 1.2 Product and Service Innovation
  - 1.3 Business Model Innovation
  - 1.4 Process and Technology Innovation
  - 1.5 Social and Environmental Innovation
2. Introduction to Disruptive Innovation
  - 2.1 Theory of Disruptive Innovation
  - 2.2 Definition and Classification of Disruptive Innovation
  - 2.3 Types of Disruptive Innovation

- 2.4 Characteristics of Disruptive Innovation
- 3. The Process of Disruption
  - 3.1 Modelling Theory of Disruptive Innovation
  - 3.2 Performance Oversupply
  - 3.3 Asymmetry of Motivation
  - 3.4 New-Market-, and Low-End Disruption Process
  - 3.5 Performance Trajectories
- 4. Significance of Disruptive Innovation
  - 4.1 Characteristics of Disruptor Companies
  - 4.2 Implication for Incumbent Companies
  - 4.3 Possible Responses to Disruptive Innovations
- 5. Management of Disruptive Innovation
  - 5.1 Triggers of Disruptive Innovation
  - 5.2 “Designing” Disruptive Innovation
  - 5.3 Implementing Disruptive Innovation
- 6. Examples of Disruptive Innovation
  - 6.1 Retail Versus Amazon
  - 6.2 Physical Media Versus Music/Video Streaming Services
  - 6.3 Hotels Versus Airbnb/Taxis Versus Uber
  - 6.4 In-Classroom Teaching Versus Distance Learning
  - 6.5 Traditional Manufacturing Versus 3D Printing

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

- Christensen, C. M. (1997): *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Boston, MA: Harvard Business School Press.
- Gutsche, J., & Gladwell, M. (2020). *Create the future: Tactics for disruptive thinking ; The innovation handbook*. Fast Company Press.
- Silberzahn, P. (DL 2018). *A manager's guide to disruptive innovation: Why great companies fail in the face of disruption and how to make sure your company doesn't* ((B. Alger, Trans.)). Diateino.
- Tidd, J. (2020). *Digital disruptive innovation*. Series on technology management. World Scientific.
- Le Merle, M. C., & Davis, A (2017). *Corporate innovation in the fifth era: Lessons from Alphabet/Google, Amazon, Apple, Facebook, and Microsoft*.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

# Innovation and Entrepreneurial Ecosystems

Module Code: DLMIEEIEE

<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. Lena Bernhofer (Innovation and Entrepreneurial Ecosystems)

## Contributing Courses to Module

- Innovation and Entrepreneurial Ecosystems (DLMIEEIEE01)

## 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 of Innovation and Entrepreneurship
- Significance of Innovation for Growth and Prosperity
- Significance of Entrepreneurship for Growth and Prosperity
- Fundamentals of Innovation and Entrepreneurship Ecosystems
- Sectoral Innovation and Entrepreneurship Ecosystems
- Geographical Innovation and Entrepreneurship Ecosystems

### **Learning Outcomes**

#### **Innovation and Entrepreneurial Ecosystems**

On successful completion, students will be able to

- define and explain the main characteristics, functions and drivers of innovation and entrepreneurship.
- determine the significance and role of innovation and entrepreneurship for the growth and prosperity of a society and of businesses.
- explain the goals, characteristics and actors of innovation and entrepreneurship ecosystems as a driver to generate new ideas and bring these to commercial reality.
- illustrate the functions and potentials of innovation and entrepreneurship ecosystems in the industry and service sector as well as in the digital economy.
- analyze the historical background and the characteristics of main geographical innovation and entrepreneurship ecosystems.

#### **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

# Innovation and Entrepreneurial Ecosystems

Course Code: DLMIEEIEE01

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

## Course Description

Innovation and entrepreneurship are main drivers for economic growth and prosperity. Both are closely interrelated to one another. It is the entrepreneurial mindset that builds the foundation for the continued creation of all forms and dimensions of innovation. Innovation and entrepreneurship ecosystems have proven to be a powerful catalyst for both innovation and entrepreneurship. An ecosystem is like a complex multi-actor network where the dynamic interaction of human capital, financial resources, physical and non-physical infrastructure and regulatory policies play a vital role to generate new ideas and bring these to commercial reality. This course provides the students with an in-depth view on the significance and role of innovation and entrepreneurship for the growth and prosperity of a society. The course highlights the general characteristics and functionalities of innovation and entrepreneurship ecosystems and illustrates the concept of ecosystems on a sectoral and geographical level. Upon completion of this course the students will be able to make use of ecosystems for their own entrepreneurial ventures or the innovation activities of the organizations where they are active.

## Course Outcomes

On successful completion, students will be able to

- define and explain the main characteristics, functions and drivers of innovation and entrepreneurship.
- determine the significance and role of innovation and entrepreneurship for the growth and prosperity of a society and of businesses.
- explain the goals, characteristics and actors of innovation and entrepreneurship ecosystems as a driver to generate new ideas and bring these to commercial reality.
- illustrate the functions and potentials of innovation and entrepreneurship ecosystems in the industry and service sector as well as in the digital economy.
- analyze the historical background and the characteristics of main geographical innovation and entrepreneurship ecosystems.

## Contents

1. Fundamentals of Innovation and Entrepreneurship
  - 1.1 Definition, Functions and Characteristics of Innovation
  - 1.2 Definition, Functions and Characteristics of Entrepreneurship
  - 1.3 Economic, Technological and Social Drivers of Innovation and Entrepreneurship

2. Significance of Innovation for Growth and Prosperity
  - 2.1 Macro Perspective: Significance and Role of Innovation for Society
  - 2.2 Micro Perspective: Significance and Role of Innovation for Businesses
  - 2.3 Assessment and Measurement of Innovation
3. Significance of Entrepreneurship for Growth and Prosperity
  - 3.1 Macro Perspective: Significance and Role of Entrepreneurship for Society
  - 3.2 Micro Perspective: Significance and Role of Entrepreneurship for Businesses
  - 3.3 Assessment and Measurement of Entrepreneurship
4. Fundamentals of Innovation and Entrepreneurship Ecosystems
  - 4.1 Goals and Objectives of Innovation and Entrepreneurship Ecosystems
  - 4.2 Characteristics of Innovation and Entrepreneurship Ecosystems
  - 4.3 Actors in Innovation and Entrepreneurship Ecosystems
5. Sectoral Innovation and Entrepreneurship Ecosystems
  - 5.1 Industry Innovation and Entrepreneurship Ecosystems
  - 5.2 Service Innovation and Entrepreneurship Ecosystems
  - 5.3 Digital Innovation and Entrepreneurship Ecosystems
6. Geographical Innovation and Entrepreneurship Ecosystems
  - 6.1 Silicon Valley (USA)
  - 6.2 Greater Bay Area (China)
  - 6.3 Tel Aviv (Israel)

## Literature

### Compulsory Reading

### Further Reading

- Bosma, N., Hill, S., Ionescu-Somers, A., Kelley, D., Guerrero, M., & Schott, T. (2021). 2020/2021 Global report. Global Entrepreneurship Research Association. Pages 13–27.
- Dutta, S., Lanvin, B., Rivera León, L., & Wunsch-Vincent, S. (Eds.). (2021). Global Innovation Index2021: Tracking innovation through the COVID-19 crisis (14th ed.). World Intellectual Property Organization. Pages 1–42
- Mazzarol, T., & Reboud, S. (2020). Entrepreneurship and innovation: Theory, practice and context. Springer.
- Startup Genome. (2021). The global startup ecosystem report. Startup Genome. Pages 13–29, 85–86, 156–157, 192–193.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests

## Project: Growth, Inequality, and Poverty

Module Code: DLMIDPGIP

<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. Jürgen-Matthias Seeler (Project: Growth, Inequality, and Poverty)

### Contributing Courses to Module

- Project: Growth, Inequality, and Poverty (DLMIDPGIP01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

This course addresses some of the most pressing topics in international development, namely the link between economic growth, inequality, and poverty. The course requires students to independently acquire the knowledge necessary to understand the multi-faceted challenges when tackling these issues. Based on a solid theoretical understanding of the three concepts, students shall understand how growth, inequality and poverty are interlinked and what it takes to effectively employ economic growth to ensure inequalities and poverty are reduced.

**Learning Outcomes****Project: Growth, Inequality, and Poverty**

On successful completion, students will be able to

- acquire and contextualize knowledge of growth, inequalities, and poverty independently.
- interpret the interrelations between economic growth, societal inequalities and resulting poverty.
- describe economic growth in the different contexts of countries and their access to resources.
- critically analyze societal inequalities and how they deprive individuals of their opportunities to contribute to economic growth.
- classify the different definitions of poverty and the challenges attached when trying to measure poverty.
- be able to describe the various forms of poverty and how are linked with inequalities and economic growth.

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

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

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

All Master Programs in the Business & Management fields

## Project: Growth, Inequality, and Poverty

Course Code: DLMIDPGIP01

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

### Course Description

International development addresses many different development challenges as can be easily identified by looking at the Sustainable Development Goals and the many issues tackled by supra-national, national and local actors in international development. Poverty is certainly the most central topic that needs to be addressed given that it basically constitutes a human rights violation to leave parts of a country's population live in poor conditions. In order to effectively tackle poverty, inequalities must be reduced within a society. A precondition for any such attempts is economic growth. Therefore, this course brings these three topics together in order to understand their links and interdependencies.

### Course Outcomes

On successful completion, students will be able to

- acquire and contextualize knowledge of growth, inequalities, and poverty independently.
- interpret the interrelations between economic growth, societal inequalities and resulting poverty.
- describe economic growth in the different contexts of countries and their access to resources.
- critically analyze societal inequalities and how they deprive individuals of their opportunities to contribute to economic growth.
- classify the different definitions of poverty and the challenges attached when trying to measure poverty.
- be able to describe the various forms of poverty and how are linked with inequalities and economic growth.

### Contents

- This course addresses some of the most pressing topics in international development: growth, inequality, and poverty. The course requires students to acquire the knowledge necessary to understand the multi-faceted challenges when tackling these issues through self-directed learning, they must engage independently with the three concepts, their definitions and limitations. Students are also supposed to understand the many challenges in the fields of growth, inequalities and poverty. They shall critically analyze the interrelations of the three topics and develop an understanding how economic growth and the reduction of societal inequalities can eventually lead to the eradication of poverty in its various forms. Therefore, the course requires students to develop a solid theoretical

understanding of the three concepts and subsequently be able to describe possible strategies to comprehensively address the issues. This way, students will also understand the various challenges that supra-national, national and local actors face when working on growth, inequalities and poverty.

## Literature

### Compulsory Reading

#### Further Reading

- Arndt, C., McKay, A., & Tarp, F. (2016). *Growth and Poverty in Sub-Saharan Africa*. Oxford University Press.
- Haslam, P., Shafer, J., & Beaudet, P. (2017). *Introduction to International Development: Approaches, Actors, Issues, and Practice*. Oxford University Press.
- Min, J., & Rao, N. D. (2023). Growth and inequality trade-offs to eradicate absolute poverty. *Heliyon*, 9 (11).
- Tabash, M. I., Ezekiel, O., Ahmed, A., Oladiran, A., Elsantil, Y., & Lawal, A. I. (2024). Examining the linkages among financial inclusion, economic growth, poverty, and inequality reduction in Africa. *Scientific African*, 23.
- Van der Hoeven, R. & Shorrocks, A. (2003). *Perspectives on Growth and Poverty*. United Nations University Press.

**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>	Oral 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>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## Understanding Development: Theory and Practice

Module Code: DLMIDUDTP

<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. Verena Renneberg (Understanding Development: Theory and Practice)

### Contributing Courses to Module

- Understanding Development: Theory and Practice (DLMIDUDTP01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Terminology and History of International Development
- Globalization and International Development
- Typical Intervention Areas of International Development
- Actors in International Development
- International Initiatives on International Development
- Criticism on International Development

**Learning Outcomes****Understanding Development: Theory and Practice**

On successful completion, students will be able to

- explain important terminology of international development.
- classify the history of international development and link it to Globalization trends.
- identify most important intervention areas and name relevant actors in international development.
- explain important initiatives to tackle challenges in international development.
- critically reflect criticism that addresses the efforts towards international development.

**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 fields

# Understanding Development: Theory and Practice

Course Code: DLMIDUDTP01

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

## Course Description

The course facilitates a comprehensive understanding of international development. It explains the context and history of international development and links the topic to the broader issue of Globalization. The course also describes important supranational, governmental and non-governmental actors within international development approaches and explains important challenges in this field, such as Human Rights, Shelter, Education, Climate Change, Livelihoods, Health, Economic Growth, Governance, and Micro-Finance. Supranational frameworks to respond to the challenges are discussed and major criticisms of international development interventions are elaborated upon to provide students with a holistic understanding of the topic.

## Course Outcomes

On successful completion, students will be able to

- explain important terminology of international development.
- classify the history of international development and link it to Globalization trends.
- identify most important intervention areas and name relevant actors in international development.
- explain important initiatives to tackle challenges in international development.
- critically reflect criticism that addresses the efforts towards international development.

## Contents

1. Terminology and History of International Development
  - 1.1 Fundamental Definitions and Explanations
  - 1.2 Origins of International Development
  - 1.3 Stages of International Development
2. Globalization and International Development
  - 2.1 Introduction to Globalization
  - 2.2 Development Indicators
  - 2.3 Migration
3. Typical Intervention Areas of International Development
  - 3.1 Human Rights, Shelter and Education
  - 3.2 Climate Change, Livelihoods, Health

3.3	Economic Growth, Governance, Micro-Finance
4.	Actors in International Development
4.1	Supranational Organizations
4.2	National Organizations
4.3	Non-Governmental Organizations
5.	International Initiatives on International Development
5.1	Universal Declaration of Human Rights
5.2	Sustainable Development Goals
5.3	UN Global Compact
6.	Criticism on International Development
6.1	Misleading Financial Incentives
6.2	Neo-Colonialism
6.3	Cultural Imperialism

## Literature

### Compulsory Reading

### Further Reading

- Bocock, P., & Collison, C. (2022). Return on Knowledge: How International Development Agencies Are Collaborating to Deliver Impact through Knowledge, Learning, Research and Evidence. In UNICEF Office of Research - Innocenti. UNICEF Office of Research - Innocenti.
- Cook, S. (2017). Social investment and the international development organizations. In J. Midgley, E. Dahl, & A. Conley Wright (Eds.), *Social Investment and Social Welfare* (216-234). Edward Elgar Publishing.
- Currie-Alder, B. (2014). *International development: ideas, experience, and prospects*. Oxford University Press.
- Haslam, P., Shafer, J., & Beaudet, P. (2017). *Introduction to International Development: Approaches, Actors, Issues, and Practice*. Oxford University Press.
- Kumpf, B. (2023). *The adoption of innovation in international development organisations Lessons for development co-operation*. OECD Publishing.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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"/> Review Book <input checked="" type="checkbox"/> Online Tests

## 3. Semester

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# Managerial Economics

Module Code: DLMBME-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

Sascha Benk (Managerial Economics)

## Contributing Courses to Module

- Managerial Economics (DLMBME01-01)

## 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

- The nature of managerial economics
- Market forces: Demand and supply
- Market structures and competition
- Strategy analysis and decision-making

### Learning Outcomes

#### Managerial Economics

On successful completion, students will be able to

- Define the scope of managerial economics and describe its contribution to both entrepreneurial decision-making and economic theory at large.
- Identify and interpret various macroeconomic indicators and analyze the role of macroeconomic factors in shaping governmental and central bank policies.
- Calculate various elasticities of demand and accurately estimate future demand using regression analysis.
- Identify price and non-price determinants of supply and calculate production and cost functions.
- Identify various market structures and evaluate pricing strategies adopted by firms.
- Evaluate the role and effectiveness of policies to reduce the occurrence of market failure.
- Recognize the role of understanding risk in managerial decision-making and select advantageous capital budgeting projects.
- Apply theories of economic behavior and design entrepreneurial strategies to successfully manage a company and secure for it a competitive advantage.

#### 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 IT & Technology field(s).

# Managerial Economics

Course Code: DLMBME01-01

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

## Course Description

This course takes an in-depth look into the economic framework underlying markets and economies and the economic rationale underlying strategic decisions. In order to enable students to analyze the economic environment and draw conclusions from a managerial perspective, the first part of the course is devoted to the description and analysis of market forces. Following this, strategic decision making makes up the second half of the course. In particular, these latter units deal with the role of different market structures and asymmetric information as well as the fundamentals of game theory, which supports students to understand with the underlying decision making processes at work in modern economics.

## Course Outcomes

On successful completion, students will be able to

- Define the scope of managerial economics and describe its contribution to both entrepreneurial decision-making and economic theory at large.
- Identify and interpret various macroeconomic indicators and analyze the role of macroeconomic factors in shaping governmental and central bank policies.
- Calculate various elasticities of demand and accurately estimate future demand using regression analysis.
- Identify price and non-price determinants of supply and calculate production and cost functions.
- Identify various market structures and evaluate pricing strategies adopted by firms.
- Evaluate the role and effectiveness of policies to reduce the occurrence of market failure.
- Recognize the role of understanding risk in managerial decision-making and select advantageous capital budgeting projects.
- Apply theories of economic behavior and design entrepreneurial strategies to successfully manage a company and secure for it a competitive advantage.

## Contents

1. The Nature, Scope, and Method of Managerial Economics
  - 1.1 The Nature and Scope of Managerial Economics
  - 1.2 The Method of Managerial Economics
2. The Macroeconomic Environment

- 2.1 Macroeconomic Conditions and the Business Cycle
  - 2.2 Government and Central Bank Policies
3. Market Force: Demand
  - 3.1 The Theory of Demand
  - 3.2 Elasticity of Demand
  - 3.3 Demand Estimation
4. Market Force: Supply
  - 4.1 The Theory of Supply
  - 4.2 Price Determination
  - 4.3 Production Theory
  - 4.4 Cost Theory
5. Market Structures and Competition
  - 5.1 Theories of the Firm
  - 5.2 Market Structures
  - 5.3 Pricing Strategies
6. Government Regulation and Industry
  - 6.1 Market Failures
  - 6.2 Government Policies to Reduce Market Failure
7. Strategic Analysis and Decision-Making
  - 7.1 Game Theory
  - 7.2 Information and Decision-Making
  - 7.3 Auctions
8. Capital Budgeting and Risk
  - 8.1 Capital Budgeting
  - 8.2 Investment Analysis
  - 8.3 Risk Versus Uncertainty

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

- Keat, P. G., Young, P. K., & Erfle, S. E. (2014). *Managerial economics: Economic tools for today's decision makers* (7th ed.). Upper Saddle River, NJ: Prentice Hall.
- McGuigan, J. R., Moyer, R. C., & Harris, F. H. (2017). *Managerial economics: Applications, strategies and tactics* (14th ed.). Boston, MA: Cengage Learning.
- Perloff, J. M., & Brander, J. A. (2017). *Managerial economics and strategy* (2nd ed.). Upper Saddle River, NJ: Pearson.
- Png, I. (2016). *Managerial economics* (5th ed.). Abingdon: Routledge.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

# Healthcare Financing

Module Code: DLMIHMHF

<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. Michael Thiede (Healthcare Financing)

## Contributing Courses to Module

- Healthcare Financing (DLMIHMHF01)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Oral Assignment  
Study Format: myStudies  
Oral Assignment

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Health Expenditure as a Key Input for Health Financing
- Revenue Collection
- Risk Pooling Mechanisms
- Provider Payment Mechanisms
- Trends in Healthcare Financing

**Learning Outcomes****Healthcare Financing**

On successful completion, students will be able to

- interpret health care financing in the light of health expenditure trends.
- explain the health financing functions and illustrate them with real world examples.
- analyze the quality incentives associated with provider payment mechanisms.
- showcase the strengths and weaknesses of pay for performance models.
- dissect DRG based payments for hospital services and evaluate alternative approaches.

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

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

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

All Master Programs in the field of Health Affairs

# Healthcare Financing

Course Code: DLMIHMHF01

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

## Course Description

This course breaks down challenges in health financing from a systems perspective. The course investigates how health financing supports the achievement of national and international health goals. Health expenditure analysis is linked to different approaches of health financing. The course agenda follows different stakeholders' perspectives. It also showcases trends in health financing and analyzes dominant provider payment mechanisms.

## Course Outcomes

On successful completion, students will be able to

- interpret health care financing in the light of health expenditure trends.
- explain the health financing functions and illustrate them with real world examples.
- analyze the quality incentives associated with provider payment mechanisms.
- showcase the strengths and weaknesses of pay for performance models.
- dissect DRG based payments for hospital services and evaluate alternative approaches.

## Contents

1. Health Expenditure Analysis
  - 1.1 Global Trends in Health Spending
  - 1.2 Burden of Disease and Domestic Health Spending
  - 1.3 Government Health Spending
2. Financing Healthcare
  - 2.1 Revenue Raising
  - 2.2 Risk Pooling
  - 2.3 Resource Allocation
  - 2.4 Service Provision
3. Provider Payment Systems and Associated Quality Incentives
  - 3.1 Fee-for-Service
  - 3.2 Capitation
  - 3.3 Global Budget
  - 3.4 Diagnosis-Related Groups (DRGs)

- 3.5 Deductibles, Coinsurance and Co-Payments
4. Health Financing Globally
  - 4.1 Health Spending Scenarios
  - 4.2 Global Financing Mechanisms
  - 4.3 Alignment
5. Pay-for-Performance
  - 5.1 Pay-for-Performance and Quality of Care
  - 5.2 Pay-for-Performance at the Primary Care Level
  - 5.3 Pay-for-Performance at the Hospital Level
6. The Evolution of DRGs
  - 6.1 Principles of DRG Payment
  - 6.2 DRG-Based Payment for Hospital Services: Country Case Studies

## Literature

### Compulsory Reading

### Further Reading

- Cashin, C., Chi, Y.-L., Smith, P., Borowitz, M., & Thompson, S. (Eds.). (2014). *Paying for performance in health care: Implications for health system performance and accountability*. Open University Press.
- Chang, A. Y., Cowling, K., Micah, A. E., Chapin, A., Chen, C. S., Ikilezi, G., Sadat, N., Tsakalos, G., Wu, J., Younker, T., Zhao, Y., Zlavog, B. S., Abbafati, C., Ahmed, A. E., Alam, K., Alipour, V., Aljunid, S. M., Almalki, M. J., Alvis-Guzman, N., . . . Dieleman, J. L. (2019). Past, present, and future of global health financing: A review of development assistance, government, out-of-pocket, and other private spending on health for 195 countries, 1995–2050. *The Lancet*, 393 (10187), 2233–2260.
- Feldhaus, I., & Mathauer, I. (2018). Effects of mixed provider payment systems and aligned cost sharing practices on expenditure growth management, efficiency, and equity: A structured review of the literature. *BMC Health Services Research*, 18(996), 1–14.
- Gottret, P., & Schieber, G. (2006). *Health financing revisited: A practitioner's guide*. The World Bank.
- Kutzin, J., Witter, S., Jowett, M., & Bayarsaikhan, D. (2017). *Developing a national health financing strategy: A reference guide*. World Health Organization.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Guideline
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Slides	

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests

# Cyber Security and Data Protection

Module Code: DLMCSITSDP

<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. Ralf Kneuper (Cyber Security and Data Protection)

## Contributing Courses to Module

- Cyber Security and Data Protection (DLMCSITSDP01)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Oral Assignment  
Study Format: myStudies  
Oral Assignment

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Data protection and privacy
- Cyber security building blocks
- Cyber security management
- Cryptography concepts
- Cryptography applications

**Learning Outcomes****Cyber Security and Data Protection**

On successful completion, students will be able to

- explain the core concepts of cyber security, data protection, and cryptography including their differences and relationships.
- compare the approaches to data protection within in different legal systems.
- apply data protection concepts to data science and other application scenarios.
- analyze application scenarios to identify the adequate cyber security management measures that should be implemented.
- explain the different approaches to data protection in different cultures.

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

This module is similar to other modules in the field of Computer Science & Software Development

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

All Master Programmes in the IT & Technology field

# Cyber Security and Data Protection

Course Code: DLMCSITSDP01

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

## Course Description

With the increasing digitization and networking of IT systems, the need for safeguarding systems and the data processed by these systems has grown. The aim of this module is to provide an understanding of security measures needed, cyber security including cryptography, and data protection. While the need for cyber security is similar around the world, different cultures have different expectations regarding data protection and privacy. Nevertheless, personal data are often processed outside the country where the affected individuals live. Hence, the cultural aspects of data protection need to be taken into account wherever the data are processed. This course provides an overview of the main cyber security measures in different application scenarios, as well as their integration into an Information Security Management System, with particular focus on the relevant ISO/IEC 270xx family of standards. Cryptography provides an important tool set for cyber security and is used in many different application scenarios such as secure Internet protocols and block chain.

## Course Outcomes

On successful completion, students will be able to

- explain the core concepts of cyber security, data protection, and cryptography including their differences and relationships.
- compare the approaches to data protection within in different legal systems.
- apply data protection concepts to data science and other application scenarios.
- analyze application scenarios to identify the adequate cyber security management measures that should be implemented.
- explain the different approaches to data protection in different cultures.

## Contents

1. Foundations of Data Protection and Cyber Security
  - 1.1 Terminology and Risk Management
  - 1.2 Core Concepts of Cyber Security
  - 1.3 Core Concepts of Data Protection and Privacy
  - 1.4 Core Concepts of Cryptography
  - 1.5 Legal Aspects
2. Data Protection

- 2.1 Basic Concepts of Data Protection (ISO/IEC 29100, Privacy by Design)
- 2.2 Data Protection in Europe: the GDPR
- 2.3 Data Protection in the USA
- 2.4 Data Protection in Asia
3. Applying Data Protection
  - 3.1 Anonymity and Pseudonyms (k-Anonymity, i-Diversity, Differential Privacy)
  - 3.2 Data Protection in Data Science and Big Data
  - 3.3 User Tracking in Online Marketing
  - 3.4 Cloud Computing
4. Building Blocks of Cyber Security
  - 4.1 Authentication, Access Management and Control
  - 4.2 Cyber Security in Networks
  - 4.3 Developing Secure IT Systems (OWASP, etc.)
5. Cyber Security Management
  - 5.1 Security Policy
  - 5.2 Security and Risk Analysis
  - 5.3 The ISO 270xx Series
  - 5.4 IT Security and IT Governance
  - 5.5 Example: Cyber Security for Credit Cards (PCI DSS)
6. Cryptography
  - 6.1 Symmetric Cryptography
  - 6.2 Asymmetric Cryptography
  - 6.3 Hash Functions
  - 6.4 Secure Data Exchange (Diffie-Hellman, Perfect Forward Secrecy, etc.)
7. Cryptographic Applications
  - 7.1 Digital Signatures
  - 7.2 Electronic Money
  - 7.3 Secure Internet Protocols (TLS, IPSec, etc.)
  - 7.4 Block Chain

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

- Amoroso, E., & Amoroso, M. (2017). From CIA to APT: An introduction to cyber security. Independently published.
- National Institute of Standards and Technology. (2018). Framework for improving critical infrastructure cybersecurity.
- Paar, C., & Pelzl, J. (2011). Understanding cryptography: A textbook for students and practitioners. Springer.
- Walker, B. (2019). Cyber security comprehensive beginners guide to learn the basics and effective methods of cyber security. Independently published.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<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

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<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

## Cyber Resilience

Module Code: DLMCSEECLS1\_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

Nils Kannengießer (Cyber Resilience)

### Contributing Courses to Module

- Cyber Resilience (DLMCSEECLS01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Cyber resilience
- DevSecOps
- Threat Intelligence
- Crisis Management
- Security Culture

**Learning Outcomes****Cyber Resilience**

On successful completion, students will be able to

- implement defense in depth and fault tolerance.
- work with resilience frameworks.
- use threat intelligence to design better resilience.
- use DevSecOps practices to improve resilience.
- manage crises that arise from attacks and corporate culture.

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

This module is similar to other modules in the field of Computer Science & Software Development

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

All Master Programs in the IT & Technology field

# Cyber Resilience

Course Code: DLMCSEECLS01\_E

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

## Course Description

Even with state-of-the-art security controls in place, attacks will still be successful with enough persistence, and state actors and some criminals have shown a willingness to go that extra mile to penetrate their target. A resilient organization will have the monitoring and procedures in place and rapidly detect, triage and react to any attack. Furthermore, this organization will have enough fault tolerance so that an attack cannot affect the entire organization at the same time.

## Course Outcomes

On successful completion, students will be able to

- implement defense in depth and fault tolerance.
- work with resilience frameworks.
- use threat intelligence to design better resilience.
- use DevSecOps practices to improve resilience.
- manage crises that arise from attacks and corporate culture.

## Contents

1. Defense in depth
  - 1.1 The fallacy of complete security
  - 1.2 Byzantine fault tolerance
  - 1.3 Intrusion and fault detection
  - 1.4 Layers of protection
2. Design Principles
  - 2.1 Least Privilege
  - 2.2 Role and domain separation
  - 2.3 Revocation and Rollback
  - 2.4 Towards an anti-fragile organization
3. Fault tolerance
  - 3.1 Data protection and lifecycle
  - 3.2 Distributed and redundant data processing
  - 3.3 Applications of Blockchain technology

4. Frameworks
  - 4.1 NIST Cyber resilience engineering framework
  - 4.2 OODA-loop: Observe. Orient. Decide. Act.
5. Threat Intelligence
  - 5.1 Techniques, Tactics and Procedures
  - 5.2 Common weaknesses
  - 5.3 Threat Intelligence data
6. DevSecOps best practices
  - 6.1 Ephemeral processes
  - 6.2 Tiered data storage
  - 6.3 Continuous integration, testing and deployment with Canaries
  - 6.4 Availability zones for data and processes
  - 6.5 Avoiding complexity
7. Crisis management
  - 7.1 The Incident Response team
  - 7.2 Incident triage
  - 7.3 Communication
  - 7.4 Recovery planning and execution
  - 7.5 Postmortem
8. Organization and Culture
  - 8.1 Roles and responsibilities
  - 8.2 Security as a first-class citizen in an organization
  - 8.3 Influencing corporate culture
  - 8.4 Leadership buy-in

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

- Adkins, H. et al (2020): Building Secure and Reliable Systems. First Edition, O'Reilly Media, Newton, MA.
- Ross, R. et al (2019): Developing Cyber Resilient Systems: A Systems Security Engineering Approach. (National Institute of Standards and Technology, Gaithersburg, MD), NIST Special Publication 800-160 Volume 2. <https://doi.org/10.6028/NIST.SP.800-160v2>
- Ross, R. / McEvilley, M. / Oren, J. C. (2016): Systems Security Engineering: Considerations for a Multidisciplinary Approach in the Engineering of Trustworthy Secure Systems. (National Institute of Standards and Technology, Gaithersburg, MD), NIST Special Publication (SP) 800-160, Vol. 1, Includes updates as of March 21, 2018. <https://doi.org/10.6028/NIST.SP.800-160v1>

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

## Global Health

Module Code: DLMIHMGH

<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. Gerardo Fernandez (Global Health)

### Contributing Courses to Module

- Global Health (DLMIHMGH01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Population Health
- Social Determinants of Health, and Health Equity
- Global Health Governance and International Health Policy
- Global Health, Trade, and Innovation
- One Health – Planetary Health
- Global Health Security

### Learning Outcomes

#### Global Health

On successful completion, students will be able to

- understand that global health sets the framework for their actions as health workers or healthcare managers.
- guide their actions according to their understanding of the social determinants of health and to their understanding of health in the “planetary context”.
- interpret health diplomacy in the context of global health governance structures and their objectives.
- assess the opportunities and risks of global economic and technological developments as actors in health markets.
- consider how they can contribute to preparedness and resilience in the face of global health security risks as responsible stakeholders.

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

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

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

All Master Programs in the field of Health Affairs

# Global Health

Course Code: DLMIHMGH01

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

## Course Description

This course exposes students to the implications of health as a global phenomenon. The course provides an overview of global epidemiology and the global burden of disease. It identifies its determinants and discusses the roles of different actors at the global level. The ways in which economic activities and technological progress shape health at the global level form another focused topic. A further topic area covers the interrelationships of human health and broader environmental factors. Finally, the challenges and perspectives of global health security are reviewed with respect to possible strategies for action.

## Course Outcomes

On successful completion, students will be able to

- understand that global health sets the framework for their actions as health workers or healthcare managers.
- guide their actions according to their understanding of the social determinants of health and to their understanding of health in the “planetary context”.
- interpret health diplomacy in the context of global health governance structures and their objectives.
- assess the opportunities and risks of global economic and technological developments as actors in health markets.
- consider how they can contribute to preparedness and resilience in the face of global health security risks as responsible stakeholders.

## Contents

1. Population Health
  - 1.1 Measuring the Global Burden of Disease
  - 1.2 Infectious Diseases
  - 1.3 Chronic Diseases and Risks
  - 1.4 Global Mental Health
  - 1.5 Epidemiological Transitions
2. Social Determinants of Health, and Health Equity
  - 2.1 Global Health, Human Rights, and Ethics
  - 2.2 Identifying and Acting on the Social Determinants of Health

- 2.3 Health Equity – the Global Dimension
- 3. Global Health Governance and International Health Policy
  - 3.1 Roles: Agenda Setting, Rulemaking, Financing, Capacity Building
  - 3.2 The World Health Organization (WHO)
  - 3.3 Intergovernmental and International Nongovernmental Organizations in Global Health
  - 3.4 Regional Development Banks
  - 3.5 The 3Gs (Global Fund to Fight Aids, Malaria, and Tuberculosis; Gavi; Global Financing Facility)
  - 3.6 Other Stakeholders
- 4. Global Health, Trade, and Innovation
  - 4.1 Trade-Related Aspects of Global Health
  - 4.2 Information and Communication
  - 4.3 Organizational Systems
  - 4.4 Pharmaceuticals and Medical Devices
  - 4.5 Other Fields of Innovation with an Impact on Global Health
- 5. One Health – Planetary Health
  - 5.1 Health in the Sustainable Development Goals (SDGs)
  - 5.2 Human Health and Animal Health
  - 5.3 Climate Change and Health
  - 5.4 Water, Nutrition
  - 5.5 Migration and Urbanization
- 6. Global Health Security
  - 6.1 The Politics of Health Security
  - 6.2 Emerging Infections, Pandemics and Security
  - 6.3 Antimicrobial Resistance in One Health
  - 6.4 Conflict, Instability, and Health Security
  - 6.5 Preparedness and Resilience

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

- Kickbusch, I. et al. (eds.)(2013): Global health diplomacy: Concepts, issues, actors, instruments, for a and cases. Springer, Heidelberg.
- Merson, M./Black, R./Mills, A. (eds.): Global health: Diseases, programs, systems, and policies. 4th edition, Jones & Bartlett, Burlington, MA.
- Warwick-Booth, L./Cross, R. (2018): Global health studies: a social determinants perspective. Polity Press, Cambridge, UK.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<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

## Health Policy and Planning

Module Code: DLMIHMHPP

<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. Gerardo Fernandez (Health Policy and Planning)

### Contributing Courses to Module

- Health Policy and Planning (DLMIHMHPP01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Case Study  
Study Format: myStudies  
Written Assessment: Case Study

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Policy Making and Health Policy Making
- Agenda Setting
- The Role of Interest Groups
- Comparative Health Policy
- Leadership in Health Policy

**Learning Outcomes****Health Policy and Planning**

On successful completion, students will be able to

- reflect on the complexity of health policy processes at national and international level.
- identify and strategically respond to the roles of stakeholders and stakeholder groups in policy processes.
- understand how and by whom policy agendas are set and how these processes can in turn be influenced.
- assess and analyse the formation and the influence of different interest groups in terms of political economy.
- compare health policies internationally and to consider lessons learned.

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

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

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

All Master Programs in the field of Health Affairs

# Health Policy and Planning

Course Code: DLMIHMHPP01

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

## Course Description

This course provides a sound introduction to health policy design and planning processes. The individual stakeholders, their respective incentive systems and communication channels are discussed against the background of national, international and global agendas in health policy. The institutional and legal framework plays just as much a role as, for example, the formation and influence of different interest groups. The course also deals with the comparative analysis of national health policies. The course emphasizes the relevance and role of leadership in health policy and planning.

## Course Outcomes

On successful completion, students will be able to

- reflect on the complexity of health policy processes at national and international level.
- identify and strategically respond to the roles of stakeholders and stakeholder groups in policy processes.
- understand how and by whom policy agendas are set and how these processes can in turn be influenced.
- assess and analyse the formation and the influence of different interest groups in terms of political economy.
- compare health policies internationally and to consider lessons learned.

## Contents

1. Policymaking and Health Policymaking
  - 1.1 Making Policy in a Complex World
  - 1.2 Policy – Public Policy – Health Policy
  - 1.3 Stakeholders in Health Policy
  - 1.4 The Private Sector
  - 1.5 The Policy Process
2. Agenda Setting
  - 2.1 The “Right to Health”
  - 2.2 Legitimacy, Feasibility, and Support
  - 2.3 Governments as Agenda Setters

- 2.4 Legislature, Executive, and Judiciary
- 2.5 Mass Media as Agenda Setters
- 3. Evidence-Based Policymaking
  - 3.1 Sources of Evidence
  - 3.2 Paradigms in Policy Research
  - 3.3 Limitations
- 4. The Role of Interest Groups
  - 4.1 Types of Interest Groups
  - 4.2 Civil-Society Groups
  - 4.3 Private-Sector Interest Groups
  - 4.4 Public-Private Health Partnerships
- 5. Comparative Health Policy
  - 5.1 Globalizing the Policy Process
  - 5.2 Health Policies within the Health-System Context
  - 5.3 Public Health Policies Internationally
  - 5.4 Cross-National Learning
- 6. Leadership in Health Policy
  - 6.1 Characterizing Public Leadership
  - 6.2 Levels of Leadership

### Literature

#### Compulsory Reading

#### Further Reading

- Blank, R., Burau, V., & Kuhlmann, E. (2018). *Comparative health policy* (5th ed.). Red Globe Press.
- Buse, K., Mays, N., & Walt, G. (2012). *Making health policy* (2nd ed.). Open University Press.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<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

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests

# Change Management & Organizational Development

Module Code: DLMCMO1\_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. Stefanie Rödel (Change Management & Organizational Development)

## Contributing Courses to Module

- Change Management & Organizational Development (DLMCMO1\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Basics of Change Management and Organizational Development
- Theoretical Models of Organizational Development
- Theoretical Models of Change Management
- Instruments and Methods
- Organizational Implementation
- Success Control of Change Management and Organizational Development
- Special Features in International Companies

**Learning Outcomes****Change Management & Organizational Development**

On successful completion, students will be able to

- contextualize areas of Change Management and Organizational Development within the overall context of Human Resources Management.
- explain goals, methods and instruments of Change Management and Organizational Development.
- understand the current characteristics and transformation of Change Management and Organizational Development.
- name alternative instruments of Change Management and Organizational Development and know how to implement Change Management and Organizational Development.
- name the instruments and problems of measuring the success of Change Management and Organizational Development.
- explain the specifics of Change Management and Organizational Development in international companies.

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

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

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

All Master Programs in the Business & Management field

# Change Management & Organizational Development

Course Code: DLMCM001\_E

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

## Course Description

Considering the current conditions, companies, both large enterprises and SMEs, are constantly confronted with the need to continuously evolve and to adapt and change the organization or structure accordingly. These transformation processes are often perceived as painful, especially by the company's employees: Uncertainties, resistance and fears arise. With the help of concepts and methods for Change Management and Organizational Development, these negative consequences of change processes can be mitigated. The aim of the course is to present this understanding to students and provide them with the necessary "tools" to implement activities related to Change Management and Organizational Development.

## Course Outcomes

On successful completion, students will be able to

- contextualize areas of Change Management and Organizational Development within the overall context of Human Resources Management.
- explain goals, methods and instruments of Change Management and Organizational Development.
- understand the current characteristics and transformation of Change Management and Organizational Development.
- name alternative instruments of Change Management and Organizational Development and know how to implement Change Management and Organizational Development.
- name the instruments and problems of measuring the success of Change Management and Organizational Development.
- explain the specifics of Change Management and Organizational Development in international companies.

## Contents

1. Basics of Change Management and Organizational Development
  - 1.1 External and Internal Conditions
  - 1.2 Definition and Goals of Change Management and Organizational Development
  - 1.3 Causes for and Barriers of Change in Organizations
2. Theoretical Models of Organizational Development
  - 2.1 Classical Organizational Approaches

- 2.2 Modern Organizational Approaches
- 2.3 Current Topics of the Organizational Structures
- 3. Theoretical Models of Change Management
  - 3.1 Four Types of Organizational Change
  - 3.2 Phase Model for Change Management According to Lewin
  - 3.3 Cause-Effect-Model for Performance and Change According to Burke/Litwin
  - 3.4 Two Psychological Models of Organizational Change
- 4. Instruments and Methods
  - 4.1 Procedure for Implementing Change
  - 4.2 Change Communication
  - 4.3 Further Tools for Implementing Change
- 5. Organizational Implementation
  - 5.1 Organizational Barriers and Resistance
  - 5.2 Structures and Responsibilities
  - 5.3 Conflict Management: Communication in Transformation Processes
- 6. Success Control of Change Management and Organizational Development
  - 6.1 Key Figures and KPIs
  - 6.2 Expansion and Contraction in Change Management/Key Figures in The St. Gallen Management Model According to Bleicher
  - 6.3 Other Topics in Performance Review
- 7. Special Features in International Companies
  - 7.1 Cultural Dimensions according to Hofstede
  - 7.2 Communication in International Change Projects

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

- Al-Haddad, S. & Kotnour, T. (2015). Integrating the Organizational Change Literature: A Model for Successful Change. In: *Journal of Organizational Change Management*, 28/2, pp. 234–262.
- Burke, W. W. & Litwin, G. H. (1992). A Causal Model of Organizational Performance and Change. In: *Journal of Management*, 18/3, pp. 523–545.
- Dessler, G. (2015). *Human resource management*. (Fourteenth edition, global edition). Pearson Prentice Hall.
- Hodges, J. (2017). *Consultancy, Organizational Development and Change : A Practical Guide to Delivering Value*. Kogan Page.
- Hughes, M. (2019). *The Leadership of Organizational Change*. Routledge, New York.
- Kotter, J. P. (2007). Leading Change: Why Transformation Efforts Fail. *Harvard Business Review*, 85(1), 96–103.
- *The Oxford Handbook of Organizational Change and Innovation*.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

## Coaching and Consulting

Module Code: DLMWPCUB\_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 (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> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<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

## Sustainable Business Models

Module Code: DLMNMZGM1\_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. Björn Brückerhoff (Sustainable Business Models)

### Contributing Courses to Module

- Sustainable Business Models (DLMNMZGM01\_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 Sustainable Business Models
- Current Developments in Sustainable Business Models
- Impact-Oriented Corporate Management
- Key Figures and Measurement
- Sustainable Business Models in Practice
- Practical Examples

**Learning Outcomes****Sustainable Business Models**

On successful completion, students will be able to

- apply the fundamentals of sustainable business models in practice.
- critically evaluate business models in terms of their sustainability.
- identify potentials of sustainable business models.
- design impact-oriented and sustainable business models.

**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 field

# Sustainable Business Models

Course Code: DLMNMZGM01\_E

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

## Course Description

The course Sustainable Business Models prepares students for the analysis and development of sustainable business models. The focus is on newly founded companies that integrate sustainability into their corporate strategy from the very beginning, but also on the sustainable transformation of already existing business models. Students will be given adequate models, methods, and tools to apply the knowledge of sustainable business models in practice and to identify challenges and potentials of these companies.

## Course Outcomes

On successful completion, students will be able to

- apply the fundamentals of sustainable business models in practice.
- critically evaluate business models in terms of their sustainability.
- identify potentials of sustainable business models.
- design impact-oriented and sustainable business models.

## Contents

1. Fundamentals of Sustainable Corporate Management
  - 1.1 Conceptual Principles
  - 1.2 Business and Social Potentials of Sustainable Corporate Development
  - 1.3 Different Types of Sustainable Business Models
2. Current Developments in Sustainable Business Models
  - 2.1 Approaches
  - 2.2 Legal Forms
  - 2.3 Framework Conditions
  - 2.4 Role of the Stakeholders
3. Impact-Oriented Business Models
  - 3.1 Introduction Impact Orientation
  - 3.2 Overview of Conceptual Fundamentals
  - 3.3 Methods of Impact-Oriented Business Models

4. Key Figures and Measurement
  - 4.1 Overview of the Most Important Approaches
  - 4.2 Effect and Impact Measurement
5. Sustainable Business Models in Practice
  - 5.1 Importance of Sustainable Business Models in the Context of "Sustainable Development"
  - 5.2 Importance of Sustainable Business Models for SMEs
  - 5.3 Integration of Business Models into Existing Corporate Structures
6. Practical Examples
  - 6.1 Case Studies
  - 6.2 Best Practice Examples

## Literature

### Compulsory Reading

### Further Reading

- Boons, F. / Lüdeke-Freund, F. (2013): Business Models for Sustainable Innovation: State-of-the-Art and Steps Towards a Research Agenda. *Journal of Cleaner Production*, vol 45, pp. 9-19.
- Lüdeke-Freund, F. (2020): Sustainable Entrepreneurship, Innovation, and Business Models: Integrative Framework and Propositions for Future Research, *Business Strategy & the Environment*. Feb2020, Vol. 29 Issue 2, p. 665-681.
- Lüdeke-Freund, F. / Rauter, R. / Pedersen, E. / Nielsen, C. (2020): Sustainable Value Creation Through Business Models: The What, the Who and the How. *Journal of Business Models*. 2020, Vol. 8 Issue 3, p. 62-90.
- Lüdeke-Freund, F. / Breuer, H. / Massa, L. (2022): Sustainable Business Model Design – 45 Patterns. April 2022.
- Weidinger, C./Fischler, F./Schmidpeter, R. (2013): *Sustainable Entrepreneurship: Business Success Through Sustainability*, Springer, Berlin / Heidelberg. Freudenreich, B. / Lüdeke-Freund, F. / Schaltegger, S. (2020): A Stakeholder Theory Perspective on Business Models: Value Creation for Sustainability. *Journal of Business Ethics*. Sep2020, Vol. 166 Issue 1, p. 3-18.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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: 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	<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

## Project: Developing a Sustainable Business Model

Module Code: DLMNMPEGM1\_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. Karsten Hurrelmann (Project: Developing a Sustainable Business Model)

### Contributing Courses to Module

- Project: Developing a Sustainable Business Model (DLMNMPEGM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

In the course Project: Developing a Sustainable Business Model, students' knowledge is applied in practice. In this way, they will develop a sustainable business model themselves and can thus incorporate their own interests and specializations into the course.

**Learning Outcomes****Project: Developing a Sustainable Business Model**

On successful completion, students will be able to

- integrate sustainable management into an existing business model.
- develop and build a new business model using sustainable management.
- integrate their own specific expertise and interests into a sustainable business model.

**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 field

## Project: Developing a Sustainable Business Model

Course Code: DLMNMPEGM01\_E

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

### Course Description

Sustainable business models will form the new basis of tomorrow's economy due to significant changes in stakeholders and society at large. Therefore, these chances and opportunities should already be used in this course. In the course Development of a Sustainable Business Model the already acquired knowledge will be applied in practice. In this way, the students are to develop a sustainable business model themselves and can thus bring their own interests and specializations into the course. In this way, the theoretical knowledge is applied in practice.

### Course Outcomes

On successful completion, students will be able to

- integrate sustainable management into an existing business model.
- develop and build a new business model using sustainable management.
- integrate their own specific expertise and interests into a sustainable business model.

### Contents

- Companies are undergoing transformation. This is shown by the increasing demands of stakeholder groups (investors, society, employees, customers, politics, etc.) regarding sustainability. Reflecting upon this, existing as well as not yet founded companies have to follow this change and adapt their business models accordingly. This is the starting point of this course. To take advantage of the enormous entrepreneurial opportunities (investor attractiveness, employer branding, customer loyalty, increased sales, employee identification, etc.), students must be able to internalize these ways of thinking of a sustainable business model. In this way, a later competitive advantage in the labor market is developed. The challenge of the course is to think of sustainability in an integrative way and not to only as an add-on to a business model. The aim is to integrate sustainability into the core business and thus anchor sustainable management in the DNA of the company. The aim is to create business models that not only reduce negative impact, but also generate a positive social impact.

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

- Alba, C., & Dentchev, N. A. (2021). We Need Transdisciplinary Research on Sustainable Business Models. *Journal of Business Models*, 9(2), 72–86.
- Boons, F., & Laasch, O. (2019). Business Models for Sustainable Development: A Process Perspective. *Journal of Business Models*, 7(1), 9–12.
- Bozyazi, E. (2020). Social Sustainability and Digital Transformation. In E. S. B. Meyandoglu. *Digital Transformation in Business (theory/practice)*. Internationaler Verlag der Wissenschaft
- Endregat, N., & Pennink, B. (2021). Exploring the Coevolution of Traditional and Sustainable Business Models: A Paradox Perspective. *Journal of Business Models*, 9(2), 1–21
- Guldmann, E., Bocken, N. M. P., & Brezet, H. (2019). A Design Thinking Framework for Circular Business Model Innovation. *Journal of Business Models*, 7(1), 39–70.
- Lüdeke-Freund, F., Rauter, R., Pedersen, E. R. G., & Nielsen, C. (2020). Sustainable Value Creation Through Business Models: The What, the Who and the How. *Journal of Business Models*, 8(3), 62–90.
- Lüdeke-Freund, F., Gold, S., & Bocken, N. M. P. (2019). A Review and Typology of Circular Economy Business Model Patterns. *Journal of Industrial Ecology*, 23(1), 36–61.

**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> yes
<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>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"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

# Psychology in Media and Communications

Module Code: DLMWPMKP\_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 (Psychology in Media and Communications)

## Contributing Courses to Module

- Psychology in Media and Communications (DLMWPMKP01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Subject Area of Communication Psychology
- Basics of Communication Psychology
- Special Concepts of Communication
- Media Psychology
- Basics of Media Psychology
- Cognitive Processing of Media Messages
- Immersion in Medial Worlds
- Special Medial Fields of Action

**Learning Outcomes****Psychology in Media and Communications**

On successful completion, students will be able to

- describe the subject area of communication and media psychology and to name its foundations.
- understand selected concepts of communication and the cognitive processing of media messages.
- classify the role of media and communication psychology in the context of industrial and organizational psychology.
- evaluate the principles of the psychological preconditions of successful and disturbed communication.
- design communication in a target and user-oriented way.
- evaluate, control and optimize communication and communication processes.
- shape and assess the psychological impact of media environments.

**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

## Psychology in Media and Communications

Course Code: DLMWPMKP01\_E

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

### Course Description

In today's information society, media and technologies associated with it are of central importance for people's work, consumption and leisure behavior. The social significance of media is constantly increasing and the technological development, especially of computer-based media, is progressing continuously. The course takes a closer look at the influence of media on people and the resulting effects. It imparts knowledge on human media usage behavior. Information intake, media effects and the resulting behavior are considered as well as different media channels and actions preceding media use as well as the accompanying cognitions and emotions. Students will learn about models of media effectiveness and media socialization as well as how people form judgements in connection with the communication of media messages. In addition, the course deals with psychologically and socially important topics such as the connection between media and violence as well as media and emotions. Mobile communication and communication in social media play an important role as well. In order to build up a sound understanding of media psychology it is essential to deal with the field of communication itself since it is spread via media and forms its central subject area. Communication is an everyday topic and seems to be taken for granted without questioning it. Only in the case of misunderstandings and failures the question arises in which situation which communication channel is used and how communication can be improved. There is no area in which communication processes are not necessary and in which the requirements for shaping communicative processes change rapidly and continuously. Therefore, competence in this area forms the basis for successful communication. This is taught in the course. The course also looks at the various forms of interpersonal communication with the associated models and theories as well as the levels and structures on which they are based. It includes selected concepts of communication with regard to their application in the context of industrial and organizational psychology at the interface between people and companies. Studies and use cases are also taken into account.

**Course Outcomes**

On successful completion, students will be able to

- describe the subject area of communication and media psychology and to name its foundations.
- understand selected concepts of communication and the cognitive processing of media messages.
- classify the role of media and communication psychology in the context of industrial and organizational psychology.
- evaluate the principles of the psychological preconditions of successful and disturbed communication.
- design communication in a target and user-oriented way.
- evaluate, control and optimize communication and communication processes.
- shape and assess the psychological impact of media environments.

**Contents**

1. Subject Area of Communication Psychology
  - 1.1 Definition of Communication
  - 1.2 Areas of Application of Communication Psychology
  - 1.3 Communication Models
  - 1.4 Communication Axioms
2. Basics of Communication Psychology
  - 2.1 Levels of Communication
  - 2.2 Perceptual Channels and Representational Systems
  - 2.3 Memory Architecture and Stimulus Processing
  - 2.4 Neurolinguistic Programming (NLP)
3. Special Concepts of Communication
  - 3.1 Non-violent Communication
  - 3.2 Transactional Analysis
  - 3.3 The Square of Communication - Four Sides of a Message (Schulz von Thun)
  - 3.4 Limbic Model
4. Media Psychology
  - 4.1 Subject Area of Media Psychology
  - 4.2 Role of Communication in the Media
  - 4.3 Media Psychology
5. Basics of Media Psychology
  - 5.1 Media Use

- 5.2 Media Choice
- 5.3 Media Reception
- 5.4 Media Effects
- 6. Cognitive Processing of Media Messages
  - 6.1 Attention Processes and Cognitive Processes of Information Intake
  - 6.2 Information Processing
  - 6.3 Social Cognition and Judgment
  - 6.4 Cognitive Effects of Mass Media
- 7. Immersion in Medial Worlds
  - 7.1 Psychological Effects of Computer Games
  - 7.2 Psychological Effects of Virtual Worlds
  - 7.3 Psychological Effects of Mobile Communication
  - 7.4 Psychological Effects of Social Media
- 8. Special Medial Fields of Action
  - 8.1 Media and Emotions
  - 8.2 Violence/Aggression
  - 8.3 Media and Prosocial Behavior
  - 8.4 Pornography

### Literature

#### Compulsory Reading

#### Further Reading

- Covey, C. & Manson, D. (2019). Communication Psychology. Independently Published.
- Sundar, S. (2015). The Handbook of the Psychology of Communication Technology, John Wiley and Sons.
- Stever, G., Giles, D., Cohen, D. & Myers, M. (2022). Understanding Media Psychology, Routledge.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <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: Digital Campaigns

Module Code: DLMOMMM2\_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> 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. Carmen Horn (Project: Digital Campaigns)

### Contributing Courses to Module

- Project: Digital Campaigns (DLMOMMM02\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Portfolio

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

This course deals with the development of advertising campaigns. Students make decisions regarding relevant criteria of a campaign and give reasons for their decisions. They also formulate the goals of the campaign.

**Learning Outcomes****Project: Digital Campaigns**

On successful completion, students will be able to

- create digital campaigns for web and mobile.
- formulate target groups and customer segments for digital campaigns.
- choose suitable advertising formats and mediums according to a campaign.
- develop goals using the SMART formula.

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

This module is similar to other modules in the field of Marketing & Sales

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

All Master Programmes in the Business & Management field

## Project: Digital Campaigns

Course Code: DLMOMMM02\_E

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

### Course Description

In this portfolio course the students develop a Digital Marketing Campaign for web, mobile or both. Besides choosing the medium, they make decisions about the target group, advertising formats, customer segments and timing. Furthermore, they develop goals for the campaign based on the SMART formula.

### Course Outcomes

On successful completion, students will be able to

- create digital campaigns for web and mobile.
- formulate target groups and customer segments for digital campaigns.
- choose suitable advertising formats and mediums according to a campaign.
- develop goals using the SMART formula.

### Contents

- This course focuses on the planning and development of digital campaigns. The students go through all project phases and document their results in their portfolio.

### Literature

#### Compulsory Reading

#### Further Reading

- Chaffey, D./Smith, P. (2017): Digital Marketing Excellence. Planning, Optimizing and Integrating Online Marketing. 5th edition, Routledge, New York.
- Grigsby, M. (2018): Marketing Analytics. A Practical Guide to Improving Consumer Insights Using Data Techniques. 2nd edition, Kogan Page, London.
- Kingnorth, S. (2019): Digital Marketing Strategy. An integrated approach to online marketing. 2nd edition, KoganPage, New York.

**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>	Portfolio

<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>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"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# Business Ethics and Corporate Governance

Module Code: DLMBAEBECG

<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. Jürgen Matthias Seeler (Business Ethics and Corporate Governance)

## Contributing Courses to Module

- Business Ethics and Corporate Governance (DLMBAEBECG01)

## Module Exam Type

### Module Exam

Study Format: [Distance Learning](#)  
Written Assessment: Written Assignment

Study Format: [myStudies](#)  
Written Assessment: Written Assignment

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Introduction to Business Ethics and Corporate Governance
- Ethics Theories
- Business Ethics Problem Areas and Solutions
- Basic Perspectives of Corporate Governance
- Monitoring Concepts for Corporate Governance
- Combining Business Ethics and Corporate Governance

**Learning Outcomes****Business Ethics and Corporate Governance**

On successful completion, students will be able to

- explain the most important concepts and definitions of business ethics.
- distinguish important theories of business ethics.
- implement business ethics concepts in business practice.
- explain different understandings of corporate governance.
- highlight the influences of business ethics on corporate governance.
- discuss the relationship between business ethics and corporate governance on the basis of a term paper using an example from business practice.

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

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

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

All Master Programs in the Business & Management fields

# Business Ethics and Corporate Governance

Course Code: DLMBAEBECG01

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

## Course Description

Within the framework of the course "Business Ethics and Corporate Governance", the students prepare a written assignment for which they have to select one out of a variety of topics proposed in the Learning Management System. Students are required to demonstrate their capacity to link business ethics and corporate governance, both theoretically and based on an example from business practice. The students show the ability to familiarize themselves with the topic, to link scientific theory and entrepreneurial practice and to present their findings in a structured systematic way.

## Course Outcomes

On successful completion, students will be able to

- explain the most important concepts and definitions of business ethics.
- distinguish important theories of business ethics.
- implement business ethics concepts in business practice.
- explain different understandings of corporate governance.
- highlight the influences of business ethics on corporate governance.
- discuss the relationship between business ethics and corporate governance on the basis of a term paper using an example from business practice.

## Contents

1. Introduction to Business Ethics and Corporate Governance
  - 1.1 Basic Terms and Definitions in Business Ethics
  - 1.2 Basic Terms and Definitions in Corporate Governance
  - 1.3 The Link between Business Ethics and Corporate Governance
2. Ethics Theories
  - 2.1 Ethics Theories
  - 2.2 Comparison between Deontology and Utilitarianism
  - 2.3 Business Ethics Concepts evolving from Ethics Theories
3. Business Ethics Problem Areas and Solutions
  - 3.1 Categorization of Ethical Problems in Business
  - 3.2 Components of a Corporate Ethics Program

### 3.3 Ethics Implementation in Business Practice

## 4. Basic Perspectives of Corporate Governance

### 4.1 Important Terms and Definitions of Corporate Governance

### 4.2 Approaches to Corporate Governance

### 4.3 The Concept of Control

## 5. Monitoring Concepts for Corporate Governance

### 5.1 Governance Mechanisms

### 5.2 Governance Systems

### 5.3 Corporate Governance Codes

## 6. Combining Business Ethics and Corporate Governance

### 6.1 Linking Business Ethics and Corporate Governance

### 6.2 Developing an Ethically Oriented Corporate Governance

### 6.3 Leadership in the Context of Ethical Corporate Governance

## Literature

### Compulsory Reading

### Further Reading

- Dimmock, M., & Fisher, A. (2017). Ethics for A-level. Open Book Publishers.
- Rendtorff, J. D. (2019). Cosmopolitan business ethics: Towards a global ethos of management. Taylor & Francis.
- Rossouw, D., & Van Vuuren, L. (2017). Business ethics (6th ed.). Oxford University Press.
- Treviño, L. K., & Nelson, K. A. (2017). Managing business ethics: Straight talk about how to do it right (7th ed.). Wiley & Sons.
- Ulrich, P. (2008). Integrative economic ethics: Foundations of a civilized market economy. Cambridge University Press.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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: 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>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Guideline
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Slides	

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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: 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>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Guideline
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Slides	

## Talent Management & HR Development

Module Code: DLMTUP\_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. Maja Störmer (Talent Management & HR Development)

### Contributing Courses to Module

- Talent Management & HR Development (DLMTUP01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Case Study  
Study Format: myStudies  
Written Assessment: Case Study

#### Split Exam

### 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**

This module is similar to other modules in the field of Human Resources

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

All Master Programs in the Human Resources field

# Talent Management & HR Development

Course Code: DLMTUP01\_E

Study Level	Language of Instruction and Examination	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

3. E-Learning and Blended Learning
  - 3.1 Special Characteristics and Framework Conditions
  - 3.2 Planning, Design and Control
  - 3.3 IT Basics
4. Management Development
  - 4.1 Leadership Development
  - 4.2 360° Feedbacks
  - 4.3 Coaching and Mentoring
5. Talent Relationship Management
  - 5.1 Target Group Definition
  - 5.2 Employer Branding and Employer Promise
  - 5.3 Search Strategies
  - 5.4 Candidate Experience and Engagement
6. Organizational Implementation
  - 6.1 Responsibilities and Structure
  - 6.2 The Role of Managers
  - 6.3 IT Systems for Talent Management and HR Development
  - 6.4 Talent Management and Human Resources Development in Large Companies and SMEs Using the Example of Financial Institutions/Banks
7. Monitoring the Success of Talent Management and HR Development
  - 7.1 Key Figures and KPIs
  - 7.2 The Problem of Success Control
8. International Talent Management and International Human Resources Development
  - 8.1 International HR Development
9. An Application Example: ABB
  - 9.1 Talent Management and Human Resources Development at ABB

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

- Kodden, B. (2020). The art of sustainable performance: A model for recruiting, selection, and professional development. Springer.
- Zeuch, M. (Ed.). (2019). Handbook of human resources management. Springer.
- Trost, A. (2020). Human resources strategies: Balancing stability and agility in times of digitization. Springer.
- Garavan, T., McCarthy, A., & Carbery, R. (2017). Handbook of international human resource development: Context, processes, and people. Edward Elgar.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Guideline
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Slides	

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests

# Information and Knowledge Management

Module Code: DLMIMI UW\_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. Andrew Adjah Sai (Information and Knowledge Management)

## Contributing Courses to Module

- Information and Knowledge Management (DLMIMI UW01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Introduction
- Strategic Information Management
- Information Management in the Workplace
- Data Management Scenarios
- Information Management Scenarios
- Knowledge-Based Systems
- Knowledge Management

### Learning Outcomes

#### Information and Knowledge Management

On successful completion, students will be able to

- identify information flows in the company and derive recommendations for adequate information management systems.
- identify information management problems in the workplace and develop alternative approaches.
- distinguish between data and information management and name typical software on a case-by-case basis.
- explain the use and methods of knowledge-based systems and assess limitations of use.
- explain psychosocial conditions of knowledge distribution and to be able to derive recommendations from them.

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

This module is similar to other modules in the field of Computer Science & Software Development

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

All Master Programs in the IT & Technology field

# Information and Knowledge Management

Course Code: DLMIMIUW01\_E

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

## Course Description

The use of digital information in companies is closely related to the knowledge of employees. This course provides students with the knowledge to localize information needs in the company, to identify transfer channels and to gain insights for the information technology to be used as well as for the preservation and application of knowledge in the company. Here, the connection between the strategic use of information technology and its effects on concrete workplace conditions is elaborated. After an overview of common methods of data management, case studies of information retrieval are explained, and suitable software solutions are considered. Based on this, systems and methods are presented that can be used to capture and store employee knowledge in order to serve as a basis for decision support. The necessary consideration of the psychosocial aspects of knowledge distribution form the conclusion of this course.

## Course Outcomes

On successful completion, students will be able to

- identify information flows in the company and derive recommendations for adequate information management systems.
- identify information management problems in the workplace and develop alternative approaches.
- distinguish between data and information management and name typical software on a case-by-case basis.
- explain the use and methods of knowledge-based systems and assess limitations of use.
- explain psychosocial conditions of knowledge distribution and to be able to derive recommendations from them.

## Contents

1. Introduction
  - 1.1 Defining the Subject Area
  - 1.2 Data, Metadata, Information, Knowledge
2. Strategic Information Management
  - 2.1 Identifying Information Flows
  - 2.2 Selection of Information Management Systems

- 2.3 Prerequisites of the Implementation
- 3. Information Management in the Workplace
  - 3.1 The Change of Existing Workflows Through IT
  - 3.2 Acceptance and Work-Appropriate Use of IT-Systems
  - 3.3 E-Mail Systems and Their Alternatives
- 4. Data Management Scenarios
  - 4.1 Document Management
  - 4.2 Administration and Accounting
  - 4.3 Materials Management
  - 4.4 Order Processing
  - 4.5 Supply Chains
- 5. Information Management Scenarios
  - 5.1 Planning
  - 5.2 Control
  - 5.3 Relationship Management
  - 5.4 Information Distribution (Content Management)
  - 5.5 Organization
  - 5.6 Cooperation & Communication
  - 5.7 Decision Support
- 6. Knowledge-Based Systems
  - 6.1 Knowledge Representation in Software (Ontologies)
  - 6.2 Case-Based Storage of Knowledge
  - 6.3 Rule-Based Storage of Knowledge
  - 6.4 Inference Machines
  - 6.5 Expert Support Systems
- 7. Knowledge Management
  - 7.1 Psychological Aspects of Knowledge Distribution
  - 7.2 Knowledge Sharing
  - 7.3 Knowledge and Learning

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

- Byström, K., Heinström, J. & Ruthven, I. (2019). *Information at Work: Information Management in the Workplace*. Facet Publishing.
- North, K., & Kumta, G. (2018). *Knowledge management : Value creation through organizational learning (2nd edition)*. Springer.
- Usman, S. H., Zaveri, J., & Hamza, A. (2021). An Integrated View of Knowledge Management Enablers, Components, and Benefits: Comprehensive Literature Review. *Journal of International Technology & Information Management*, 30(4), 1–23.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <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

# Learning Design and Experience

Module Code: DLMAPELDE\_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> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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## Module Coordinator

N.N. (Learning Design and Experience)

## Contributing Courses to Module

- Learning Design and Experience (DLMAPELDE01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Oral Assignment

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Learning in the context of competency orientation
- Configuration of effective learning environments
- Competency-oriented learning environment
- Peculiarities of digital, hybrid, and workplace-related learning environments
- Learning in change

**Learning Outcomes****Learning Design and Experience**

On successful completion, students will be able to

- consider the active configuration of learning processes in the context of competency building.
- outline the key elements of a successful teaching and learning scenario.
- explain the specifics of digital, hybrid, and workplace-oriented learning formats.
- discuss current developments in the configuration of learning environments.

**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 the University**

All master programs in the Human Resources field

# Learning Design and Experience

Course Code: DLMAPELDE01\_E

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

## Course Description

Competency development through human resource development processes is always connected to learning experiences that are embedded within a specific framework and influenced by external factors. Ideally, this framework should be designed by the human resource development team with special consideration of the learning objective, ensuring that the content is understood by the learner and motivates them to engage with the material provided and apply it in practical situations (referred to as Learning Design). The goal of an effective Learning Design is to create an optimal and positive learning experience. This course covers the basics of methodical design of successful learning environment, focusing on the development of job-related and task-related competencies. The content emphasizes not only approaches to building knowledge but also provides a facilitative framework for gaining situation-specific, professional experiences. In addition to traditional approaches, Workplace Learning concepts will be viewed.

## Course Outcomes

On successful completion, students will be able to

- consider the active configuration of learning processes in the context of competency building.
- outline the key elements of a successful teaching and learning scenario.
- explain the specifics of digital, hybrid, and workplace-oriented learning formats.
- discuss current developments in the configuration of learning environments.

## Contents

1. Learning in the Context of Competency Orientation
  - 1.1 Competency as the New Currency
  - 1.2 Building Knowledge and Experience through Learning Processes
  - 1.3 Learning Processes as the Basis of Human Resource Development
2. Configuration of Effective Learning Environments
  - 2.1 Understanding Learning Design and Learning Environment
  - 2.2 Forms of Learning Environments
  - 2.3 Dimensions of a Learning Environment
  - 2.4 Creation of Learning Environments according to Learning Objectives

3. Competency-Oriented Learning Environments
  - 3.1 Basics of a Competency-Oriented Learning Environment
  - 3.2 Knowledge Building through Instruction
  - 3.3 Building Experience through Construction and Reflection
4. Digital Learning Environments
  - 4.1 Definition, Types, and Basic Principles of Digital Learning Formats
  - 4.2 Infrastructure of Digital Formats
  - 4.3 Framework of Digital Formats
  - 4.4 Knowledge Building through E-Learning Arrangements
  - 4.5 Experience Building through Digital Learning Formats
5. Hybrid Learning Environments
  - 5.1 Definition and Types of Hybrid Learning Formats
  - 5.2 Building Competencies through Hybrid Learning Formats
6. The Workplace as a Learning Environment
  - 6.1 Understanding Workplace Learning
  - 6.2 Creating Learning-Supportive Workspaces
7. Learning in Change
  - 7.1 Agile Learning Environment
  - 7.2 Personalisation of Learning

## Literature

### Compulsory Reading

### Further Reading

- Koper, R & Tattersall C. (2005). *Learning Design: A Handbook on Modelling and Delivering Networked Education and Training*. Springer Verlag.
- Raes, A., Detienne, L., Windey, I., & Depaepe, F. (2019). A systematic literature review on synchronous hybrid learning: gaps identified. *Learning Environments Research: An International Journal*. 23(3):269-290. Springer Nature Journals.
- Singh, J., Steele, K., & Singh, L. (2021). Combining the Best of Online and Face-to-Face Learning: Hybrid and Blended Learning Approach for COVID-19, Post Vaccine, & Post-Pandemic World. *Journal of Educational Technology Systems*, 50(2), 140–171.
- Spector, J. M., Lockee, B. B., & Childress, M. D. (2020). *Learning, Design, and Technology. An International Compendium of Theory, Research, Practice, and Policy*. Springer Verlag

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<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 <input checked="" type="checkbox"/> Guideline

# Digital Business Management

Module Code: DLMDMBDBM\_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

Diana Murtagh-Böhm (Digital Business Management)

## Contributing Courses to Module

- Digital Business Management (DLMDMBDBM01\_E)

## Module Exam Type

### Module Exam

Study Format: [Distance Learning](#)  
Exam or Oral Assignment, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Digital Business
- Digital Economy
- Digital Business Models
- Digital Business Management

**Learning Outcomes****Digital Business Management**

On successful completion, students will be able to

- place digital business in the context of economic development.
- name and evaluate different forms of the digital economy and associated advantages and disadvantages.
- identify and describe exemplary digital business models.
- describe and execute the management of a digital business, from design to evolution.
- analyze and assess the development of digital business models.
- identify relevant management concepts of the digital age.

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

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

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

All Master Programs in the Business & Management fields

# Digital Business Management

Course Code: DLMDBMDBM01\_E

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

## Course Description

Increasing digitalization has fundamentally changed society and the economy. The Internet in particular is expanding the ability of individuals and organizations to act. The resulting increase in dynamics and complexity and the change in competitive conditions are the subject of this course. Students will gain an overview of how to respond to this with changed ways of thinking and management approaches and the extent to which digital business models have gained in importance. The course will familiarize students with how business models represent in a simplified form how a company creates and captures value, providing an approach to simplify the complexity and dynamics of the digital economy. The goal of this course is to provide students with insight into digital business model management. Thus, digital business model management is introduced from design to evolution. In addition, case studies will provide practical relevance.

## Course Outcomes

On successful completion, students will be able to

- place digital business in the context of economic development.
- name and evaluate different forms of the digital economy and associated advantages and disadvantages.
- identify and describe exemplary digital business models.
- describe and execute the management of a digital business, from design to evolution.
- analyze and assess the development of digital business models.
- identify relevant management concepts of the digital age.

## Contents

1. The Digital Economy
  - 1.1 Drivers of the Digital Economy
  - 1.2 Forms of the Digital Economy and Their Advantages and Disadvantages
  - 1.3 Actors and Interaction Patterns
2. The Digital Business
  - 2.1 Forms and Components of Digital Business
  - 2.2 Development Stages of Digital Business
  - 2.3 Success Factors of Digital Business

3. Digital Business Models
  - 3.1 Definition of Digital Business Models
  - 3.2 Components of Digital Business Models
  - 3.3 Types of Digital Business Models, Business Model Patterns
  - 3.4 Business Model Innovation
4. Paradigm Shift in Management
  - 4.1 Challenges of the Digital Age
  - 4.2 Complexity vs. Uncertainty vs. Risk
  - 4.3 Management Approaches in the Digital Age
  - 4.4 Development of Management Along the Life Cycle of the Business Model
5. Digital Business Model Management
  - 5.1 Design
  - 5.2 Implementation
  - 5.3 Operation
  - 5.4 Adaptation
  - 5.5 Controlling
6. Practical Examples
  - 6.1 Case Studies
  - 6.2 Good Practice Examples

## Literature

### Compulsory Reading

### Further Reading

- Cooke-Davies, T., Crawford, L., Patton, J. R., Stevens, C. & Williams, T. M. Aspects of Complexity - Managing Projects in a Complex World. Project Management Institute, Inc. (PMI).
- Mack, O., Khare, A., Krämer, A. & Burgartz, T. (2015). Managing in a VUCA World. Springer International Publishing AG. <http://ebookcentral.proquest.com/lib/badhonnef/detail.action?docID=3567725>
- Urbach, N. & Röglinger, M. (2018). Digitalization Cases : How Organizations Rethink Their Business for the Digital Age. Springer International Publishing AG. <http://ebookcentral.proquest.com/lib/badhonnef/detail.action?docID=5520954>
- Wirtz, B. W. (2020). Business Model Management: Design - Process - Instruments. Springer International Publishing AG.
- Wirtz, B. W. (2019). Digital Business Models: Concepts, Models, and the Alphabet Case Study. Springer International Publishing AG.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 or Oral Assignment, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 100 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 25 h	<b>Self Test</b> 25 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

## Seminar: Current Topics of Innovation and Entrepreneurship

Module Code: DLMIEESCTIE

<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. Muhammad Ashfaq (Seminar: Current Topics of Innovation and Entrepreneurship)

### Contributing Courses to Module

- Seminar: Current Topics of Innovation and Entrepreneurship (DLMIEESCTIE01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The course enables the students to delve into relevant, up-to-date themes related to innovation and entrepreneurship. These include innovation as a driver for a country's and a company's competitiveness, hot spots for entrepreneurship around the world, the set-up of an innovation culture in a company, the creation of good ideas as the foundation for innovation, and many more.

**Learning Outcomes****Seminar: Current Topics of Innovation and Entrepreneurship**

On successful completion, students will be able to

- examine and judge major trends and developments in the field of innovation and entrepreneurship.
- understand and explain the main characteristics, functions and drivers of innovation and entrepreneurship.
- explain the success factors for innovation and entrepreneurship to create a sustainable competitive advantage.
- assess major management practices and methods to foster an environment of innovation and entrepreneurship.
- apply practice-oriented methods and skills to create, discover and realize business opportunities.
- derive best-practice learnings from existing business models for own business ventures and innovation activities.

**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

# Seminar: Current Topics of Innovation and Entrepreneurship

Course Code: DLMIEESCTIE01

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

## Course Description

Innovation and entrepreneurship are main drivers for economic growth and prosperity. Innovation refers to the process of translating an idea or invention into a business model that creates value for which customers are willing to pay money for. Entrepreneurship can be described as the process of setting up and realizing a business venture. The creation of an environment conducive to innovation and entrepreneurship is therefore a key political and economic objective at the local, regional and state levels. The highly dynamic and interconnected nature of today's markets requires companies to be able and willing to maintain and expand their competitive advantage through continuous innovation. This can be done at the product and process level, as well as by constantly questioning and developing their own business model. The seminar enables the students to delve into relevant, up-to-date themes related to innovation and entrepreneurship. They will acquire methods and skills to create and discover business opportunities as well as realize own business ventures.

## Course Outcomes

On successful completion, students will be able to

- examine and judge major trends and developments in the field of innovation and entrepreneurship.
- understand and explain the main characteristics, functions and drivers of innovation and entrepreneurship.
- explain the success factors for innovation and entrepreneurship to create a sustainable competitive advantage.
- assess major management practices and methods to foster an environment of innovation and entrepreneurship.
- apply practice-oriented methods and skills to create, discover and realize business opportunities.
- derive best-practice learnings from existing business models for own business ventures and innovation activities.

**Contents**

- Innovation and entrepreneurship are main drivers for economic growth and prosperity. Both are closely interrelated to one another. It is the entrepreneurial mindset that builds the foundation for the continued creation of all forms and dimensions of innovation. The course enables the students to delve into relevant, up-to-date themes related to innovation and entrepreneurship. These include innovation as a driver for a country's and a company's competitiveness, hot spots for entrepreneurship around the world, the set-up of an innovation culture in a company, the creation of good ideas as the foundation for innovation, and many more.

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

- Barringer, B.R. & Ireland, R.D. (2015). *Entrepreneurship: Successfully Launching New Ventures*. 5th Edition, Pearson, New York.
- Bessant, J. & Tidd, J. (2015). *Innovation and Entrepreneurship*. 3rd Edition, John Wiley & Sons, Chichester.
- Grant, A. (2016). *Originals: How Non-Conformists Move the World*. Viking, New York.
- Johnson, S. (2011). *Where Good Ideas Come from: The Natural History of Innovation*. Riverhead Books, New York.

**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>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# Crisis Communication and Conflict Management

Module Code: DLMIAIRCCCM

<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. Claudia Möller (Crisis Communication and Conflict Management)

## Contributing Courses to Module

- Crisis Communication and Conflict Management (DLMIAIRCCCM01)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Oral Assignment

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Crisis Communication
- Crisis Preparation and Aftercare
- Acute Crisis Management and Emergency PR
- Emergency and Disaster Management
- Civil Protection and Humanitarian Aid

**Learning Outcomes****Crisis Communication and Conflict Management**

On successful completion, students will be able to

- recognize and implement the methods and tools of crisis communications.
- analyze and understand the structures and objectives of Emergency and disaster management.
- name the special features of emergency PR and differentiate it from crisis PR.
- recognize the distinction between crisis management and disaster management and work out their respective criteria.
- analyze the focus of civil protection and humanitarian aid and name the individual fields.

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

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

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

All Bachelor Programs in the Marketing & Communication field

# Crisis Communication and Conflict Management

Course Code: DLMIAIRCCCM01

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

## Course Description

Wars, crises, and conflicts can quickly turn into humanitarian disasters, destroying or endangering the lives of many people. It is irrelevant whether they are regionally limited or have international dimensions. However, not only man-made causes, but also natural disasters lead to the same suffering of the population and require rapid, well-coordinated intervention and crisis management. This course sheds light on the individual spheres and students gain in-depth insights into tasks and areas of work in the central fields. They deal with all facets of crisis and conflict management as well as crisis and conflict communication. The focus here is on humanitarian aid, early warning systems for natural and weather phenomena, response chains and post-crisis care.

## Course Outcomes

On successful completion, students will be able to

- recognize and implement the methods and tools of crisis communications.
- analyze and understand the structures and objectives of Emergency and disaster management.
- name the special features of emergency PR and differentiate it from crisis PR.
- recognize the distinction between crisis management and disaster management and work out their respective criteria.
- analyze the focus of civil protection and humanitarian aid and name the individual fields.

## Contents

1. Introduction and Field Description
  - 1.1 Overview and Types of Crisis and Disasters
  - 1.2 Central Institutions and International Cooperation
2. Crisis Communication
  - 2.1 Crisis Preparation and Aftercare
  - 2.2 Methods and Tools of Crisis Communications
3. Crisis Management
  - 3.1 Acute Crisis Management
  - 3.2 Emergency PR

4. Emergency and Disaster Management
  - 4.1 Components of Disaster Preparedness
  - 4.2 Disaster Response
5. Civil Protection and Humanitarian Aid
  - 5.1 Forecasting and Warning Systems
  - 5.2 Managing Humanitarian Supplies
6. Monitoring and Evaluation
  - 6.1 Planning and Operation
  - 6.2 Indicators and Measure Instruments

## Literature

### Compulsory Reading

### Further Reading

- Dunkley, F. (2018). *Psychosocial Support for Humanitarian Aid Workers: A Roadmap of Trauma and Critical Incident Care*. Routledge.
- Coombs, T. (2013). *Applied Crisis Communication and Crisis Management: Cases and Exercises*. SAGE Publications.
- O'Rourke, J. & Jeffrey Smith (2023). *Strategic Crisis Communication*. Routledge.
- Slim, H. (2015). *Humanitarian Ethics: A Guide to the Morality of Aid in War and Disaster*. Oxford University Press.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<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 <input checked="" type="checkbox"/> Guideline

## Seminar: Ethical Issues in International Development

Module Code: DLMSEIID

<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. Verena Renneberg (Seminar: Ethical Issues in International Development)

### Contributing Courses to Module

- Seminar: Ethical Issues in International Development (DLMSEIID01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

This course connects ethical thinking with the topic of international development. It identifies connections as well as challenges between development interventions and the ethical judgement of such activities. Students are required to engage with these topics through self-directed learning and develop an understanding of what constitutes “good development” and where there may be such interventions with rather harmful results. This way, students are enabled to critically reflect the moral content of international development approaches.

**Learning Outcomes****Seminar: Ethical Issues in International Development**

On successful completion, students will be able to

- acquire knowledge of ethics and international development in a self-guided manner.
- critically explain important ethical theories.
- interpret the relevance of ethical judgement in international development.
- describe the ethical content and challenges of international development interventions.
- reflect on sometimes conflicting objectives of various actors in international development and as far as ethical decision-making is concerned.
- develop strategies to resolve the potential tensions between international development activities and their sometimes questionable ethical implications.

**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 fields.

# Seminar: Ethical Issues in International Development

Course Code: DLMSEIID01

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

## Course Description

This course requires students to engage with both areas, ethics and international development. They are tasked to develop an understanding of both fields. In order to connect the two, students must understand that good intentions do not necessarily lead to good outcomes. This is where ethical thinking comes into play – the critical moral judgment of interventions in international development. Students are supposed to look into the various supra-national, governmental and non-governmental actors and identify the typical intervention areas. They must combine theoretical knowledge with practical application of concepts and theories to develop a structured approach to ethical judgement in international development. Students must employ an approach of self-directed learning in order to acquire the necessary knowledge and skills.

## Course Outcomes

On successful completion, students will be able to

- acquire knowledge of ethics and international development in a self-guided manner.
- critically explain important ethical theories.
- interpret the relevance of ethical judgement in international development.
- describe the ethical content and challenges of international development interventions.
- reflect on sometimes conflicting objectives of various actors in international development and as far as ethical decision-making is concerned.
- develop strategies to resolve the potential tensions between international development activities and their sometimes questionable ethical implications.

## Contents

- The course requires students to engage with important definitions, understandings and concepts of both, Ethics and International Development. Importantly, students are supposed to do so in a self-guided manner, thus acquiring critically important knowledge and skills independently. This will prepare them for their Master's thesis and other research assignments in their studies. Students must be able to understand important ethics theories and how to apply them in professional practices. Likewise, students shall be enabled to comprehend international development interventions, the most important actors in this field and how their objectives may interfere at times with morally desired outcomes. At the core of this course, students are supposed to explain international development interventions and analyze them regarding their ethical content. The course requires students to develop the knowledge in a self-contained manner. Identifying ethical challenges in international

development make it necessary for students, to understand how such activities are normally planned, performed, and evaluated. Understanding the potential challenges, that may result from such activities and that may harm particularly marginalized groups is of key importance and students are supposed to engage with topics such as the “Do No Harm” concept in order to systematically analyze the ethics of development interventions. This will enable students in future leadership roles in international development to act sustainably and responsibly. Students will acquire theoretical and practical knowledge how to systematically analyze interventions at planning, performance and evaluation stages.

## Literature

### Compulsory Reading

### Further Reading

- Contu, A., & Girei, E. (2014). NGOs management and the value of ‘partnerships’ for equality in international development: What’s in a name? *Human Relations*, 67(2), 205–232.
- Dahl Rendtorff, J. (2017). *Cosmopolitan Business Ethics: Towards a Global Ethos of Management*. Routledge.
- Ghere, R. K. (2015). Thin vs. Thick Morality Ethics and Gender in International Development Programs. *Public Integrity*, 17(2), 99–115.
- Michael Boylan. (2014). *Business Ethics: Vol. 2nd ed.* Wiley-Blackwell.
- Shimoda, Y. (2020). Ethics and Identity among International Development Practitioners. *International Journal of Business Anthropology*, 10(1), 21–29.

**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>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# Innovation and Entrepreneurship

Module Code: DLMBIE-01

<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. Lena Bernhofer (Innovation and Entrepreneurship)

## Contributing Courses to Module

- Innovation and Entrepreneurship (DLMBIE01-01)

## 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

- Innovation management and entrepreneurship in a globalized world
- Basics of entrepreneurship
- Business ideas and company foundations
- Financing sources and processes
- Internet, digital business, and artificial intelligence
- Strategic alliances
- Family-owned companies

## Learning Outcomes

### Innovation and Entrepreneurship

On successful completion, students will be able to

- understand the importance, fundamentals, and dimensions of entrepreneurship and its derivatives (intrapreneurship, corporate entrepreneurship, stakeholder relationships, and family businesses).
- analyze the opportunities and challenges associated with evaluating a business idea and setting up a business.
- distinguish between the different motivations behind entrepreneurial activity and develop specific objectives for new enterprises.
- develop a business model, including benchmarks for assessing desired sustainable growth.
- apply different legal forms to business start-ups and select the appropriate legal form for a specific business model.
- understand the different ways in which entrepreneurship and innovation can be financed and weigh them against each other in terms of medium- and long-term advantages and disadvantages.
- develop a rigorous business plan that can be used both as a planning and financing instrument.
- apply, in principle, an entrepreneurial mindset in a variety of different contexts of future professional development.

#### 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.

# Innovation and Entrepreneurship

Course Code: DLMBIE01-01

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

## Course Description

In today's globalized and digital world, entrepreneurs have more opportunities to develop and market products and services than ever before. However, entrepreneurship, whether in the form of entrepreneurship or intrapreneurship, presents special challenges. In order to avoid the typical pitfalls of starting and growing a business, a sound understanding of innovation management and building a business is essential. Particular attention must be paid to the financing of entrepreneurial activity, both from the perspective of the entrepreneur and the investor. Innovation and entrepreneurial activity are the basis and driving force of our economy. Even looking at other economies, it is obvious that innovation and entrepreneurship are crucial at every stage of economic development. Small enterprises in developing countries initiate the development of economic institutions and create supply, demand, and markets. These enterprises lay the foundation for economic development and growth. In developed economies, innovation and entrepreneurship are the driving forces behind competition and competitiveness in the global context. In all parts of the world, family businesses play the most important role. The rapid technological and social change present in our societies requires the innovative use of digital technologies (internet and artificial intelligence), as well as flexibility in handling new forms of organization (e.g., strategic alliances between companies). This course introduces students to the ideas behind, motives, and drivers of entrepreneurial activity and innovation and teaches them the practical aspects of the identification, analysis, and development of innovations and business ideas. The core competence of the entrepreneur—the ability to negotiate with investors and partners—is also addressed.

**Course Outcomes**

On successful completion, students will be able to

- understand the importance, fundamentals, and dimensions of entrepreneurship and its derivatives (intrapreneurship, corporate entrepreneurship, stakeholder relationships, and family businesses).
- analyze the opportunities and challenges associated with evaluating a business idea and setting up a business.
- distinguish between the different motivations behind entrepreneurial activity and develop specific objectives for new enterprises.
- develop a business model, including benchmarks for assessing desired sustainable growth.
- apply different legal forms to business start-ups and select the appropriate legal form for a specific business model.
- understand the different ways in which entrepreneurship and innovation can be financed and weigh them against each other in terms of medium- and long-term advantages and disadvantages.
- develop a rigorous business plan that can be used both as a planning and financing instrument.
- apply, in principle, an entrepreneurial mindset in a variety of different contexts of future professional development.

**Contents**

1. Entrepreneurship
  - 1.1 Entrepreneurship and entrepreneur
  - 1.2 Enterprise related theories of entrepreneurship
  - 1.3 The economic significance of entrepreneurship
2. Company formation strategy
  - 2.1 Different contexts in which companies are founded
  - 2.2 The Entrepreneur
  - 2.3 Business models and strategies
3. Innovation and innovation management
  - 3.1 Innovation
  - 3.2 Innovation management
  - 3.3 Protection of intellectual property
  - 3.4 Case study: BMW Empathic Design
4. Legal form in international comparison
  - 4.1 Germany
  - 4.2 International comparison: USA

5. Financing entrepreneurial activity I: Sources of finance
  - 5.1 Incubators, accelerators and crowdfunding
  - 5.2 Business angels
  - 5.3 Private equity and corporate venture capital
  - 5.4 Public start-up support
6. Financing entrepreneurial activity II: Financing processes
  - 6.1 The investor view: Deal sourcing and deal screening
  - 6.2 The entrepreneurial view: Negotiations with investors
  - 6.3 The evaluation of business start-ups
7. The business plan
  - 7.1 Purpose and objectives of the business plan
  - 7.2 Expectations regarding the business plan
  - 7.3 Structure and content of the business plan
  - 7.4 Guidelines for creating a business plan
8. Digital business models and artificial intelligence
  - 8.1 e-Business
  - 8.2 Artificial intelligence
  - 8.3 The Globotics Evolution
9. Cooperative strategy: Alliances and joint ventures
  - 9.1 Cooperative strategy
  - 9.2 The right “fit”
  - 9.3 The right “form”
10. Family-owned company
  - 10.1 Definitions
  - 10.2 Economic significance
  - 10.3 Strengths and weaknesses

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

- Mariotti, S., & Glackin, C. (2016). *Entrepreneurship: Starting & operating a small business* (4th ed.). Pearson.
- Parker, S. C. (2009). *The economics of entrepreneurship* (pp. 1–28). Cambridge University Press.
- Scarborough, N. M., & Cornwall, J. R. (2019). *Essentials of entrepreneurship and small business management* (9th ed.). Pearson.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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> Theory Course
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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>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Practice Exam
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Slides	

# Business Intelligence I

Module Code: DLMDSEBA1

<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. Silke Vaas (Business Intelligence I)

## Contributing Courses to Module

- Business Intelligence I (DLMDSEBA01)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Written Assessment: Case Study  
Study Format: myStudies  
Written Assessment: Case Study

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Data acquisition and dissemination
- Data warehouse and multidimensional modeling
- Analytical systems
- Future Business Intelligence Application Areas

**Learning Outcomes****Business Intelligence I**

On successful completion, students will be able to

- understand the motivations and use cases for, as well as fundamentals of, business intelligence.
- explain relevant types of data.
- know and disambiguate techniques and methods for modeling and dissemination of data.
- expound upon the techniques and methods for the generation and storage of information.
- select apposite business intelligence methods for given requirements.
- explain current and future business intelligence application areas.

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

This module is similar to other modules in the fields of Computer Science & Software Development

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

All Master Programs in the IT & Technology fields

# Business Intelligence I

Course Code: DLMDSEBA01

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

## Course Description

Business Intelligence is about the generation of information based on operational data. It is used to enable goal-oriented management practices as well as the optimization of relevant business activities. This course introduces and discusses techniques, methods, and models for data provisioning and the generation, analysis, and dissemination of information.

## Course Outcomes

On successful completion, students will be able to

- understand the motivations and use cases for, as well as fundamentals of, business intelligence.
- explain relevant types of data.
- know and disambiguate techniques and methods for modeling and dissemination of data.
- expound upon the techniques and methods for the generation and storage of information.
- select apposite business intelligence methods for given requirements.
- explain current and future business intelligence application areas.

## Contents

1. Motivation and Introduction
  - 1.1 Motivation and Historical Development of the Field
  - 1.2 Business Intelligence as a Framework
2. Data Provisioning
  - 2.1 Operative and Dispositive Systems
  - 2.2 The Data Warehouse Concept
  - 2.3 Architecture Variants
3. Data Warehouse
  - 3.1 The ETL-Process
  - 3.2 DWH and Data-Mart Concepts
  - 3.3 ODS and Meta-Data
4. Modeling Multidimensional Dataspaces

- 4.1 Data Modeling
- 4.2 OLAP-Cubes
- 4.3 Physical Storage Concepts
- 4.4 Star-Schema and Snowflake-Schema
- 4.5 Historization
5. Analytical Systems
  - 5.1 Freeform Data Analysis and OLAP
  - 5.2 Reporting Systems
  - 5.3 Model-Based Analytical Systems
  - 5.4 Concept-Oriented Systems
6. Distribution and Access
  - 6.1 Information Distribution
  - 6.2 Information Access
7. Current and Future Business Intelligence Application Areas
  - 7.1 Mobile Business Intelligence
  - 7.2 Predictive and Prescriptive Analytics
  - 7.3 Artificial Intelligence
  - 7.4 Agile Business Intelligence

## Literature

### Compulsory Reading

### Further Reading

- Grossmann, W., Rinderle-Ma, S. (2015). *Fundamentals of Business Intelligence*. Berlin/Heidelberg: Springer.
- Kolb, J. (2013). *Business intelligence in plain language: A practical guide to data mining and business analytics*. Createspace.
- Sharda, R., Delen, D., & Turban, E. (2014). *Business intelligence and analytics: Systems for decision support*. Pearson.
- Sharda, R., Delen, D., & Turban, E. (2017). *Business intelligence, analytics, and data science: A managerial perspective*. Pearson.
- Sherman, R. (2014). *Business intelligence guidebook: From data integration to analytics*. Morgan Kaufmann.
- Turban, E., Sharda, R., Aronson, J., & King, D. (2010). *Business intelligence. A managerial approach (2nd ed.)*. Prentice Hall.
- Vaisman, A., & Zimányi, E. (2016). *Data warehouse systems: Design and implementation*. Springer.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<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

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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: 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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions

# Data Science

Module Code: DLMBDSA1-01

<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. Simon Steinberg (Data Science)

## Contributing Courses to Module

- Data Science (DLMBDSA01-01)

## 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

- Introduction to Data Science
- Use Cases and Performance Evaluation
- Pre-processing and Processing of Data
- Selected Mathematical Techniques
- Selected Artificial Intelligence Techniques

**Learning Outcomes****Data Science**

On successful completion, students will be able to

- identify use cases and evaluate the performance of data-driven approaches.
- understand how domain specific knowledge for a particular application context is required to identify objectives and value propositions for data science use cases.
- appreciate the role and necessity for business-centric model evaluation apposite to the respective area of application.
- comprehend how data are pre-processed in preparation for analysis.
- develop typologies for data and ontologies for knowledge representation.
- decide for appropriate mathematical algorithms to utilize data analysis for a given task.
- understand the value, applicability, and limitations of artificial intelligence for data analysis.

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

This module is similar to other modules in the field of Data Science & Artificial Intelligence

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

All Master Programmes in the IT & Technology field

# Data Science

Course Code: DLMBDSA01-01

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

## Course Description

The course provides the framework to create value from data. After an introduction the course covers how to identify suitable use cases and evaluate the performance of data-driven methods. In an interdisciplinary approach, the requirements from a specific application domain need to be understood and transferred to the technological understanding to identify the objectives and value proposition of a Data Science project. The course covers techniques for the technical processing of data and then introduces advanced mathematical techniques and selected methods from artificial intelligence that are used to analyze data and make predictions.

## Course Outcomes

On successful completion, students will be able to

- identify use cases and evaluate the performance of data-driven approaches.
- understand how domain specific knowledge for a particular application context is required to identify objectives and value propositions for data science use cases.
- appreciate the role and necessity for business-centric model evaluation apposite to the respective area of application.
- comprehend how data are pre-processed in preparation for analysis.
- develop typologies for data and ontologies for knowledge representation.
- decide for appropriate mathematical algorithms to utilize data analysis for a given task.
- understand the value, applicability, and limitations of artificial intelligence for data analysis.

## Contents

1. Introduction to Data Science
  - 1.1 Overview of Data Science
  - 1.2 Data Science Activities
  - 1.3 Sources and Types of Data
  - 1.4 Stages of Data Processing
  - 1.5 Mathematical Basics for Data Scientists
2. Use Cases and Performance Evaluation
  - 2.1 Data Science Use Cases (DSUCs)
  - 2.2 Model-Centric Evaluation: Performance Metrics
  - 2.3 Business-Centric Evaluation: the Role of KPIs

- 2.4 Cognitive Biases and Decision-Making Fallacies
- 3. Pre-Processing of Data
  - 3.1 Transmission of Data
  - 3.2 Data Quality and Cleansing of Data
  - 3.3 Transformation of Data
  - 3.4 Reduction of Data Dimensionality
- 4. Data Processing
  - 4.1 From Raw Data to Insights
  - 4.2 Data Collection
  - 4.3 Data Analysis and Model Building
  - 4.4 Insight Implementation
  - 4.5 Output Formats of Processed Data
  - 4.6 Data Storage
- 5. Selected Mathematical Techniques
  - 5.1 Principal component Analysis
  - 5.2 Cluster Analysis
  - 5.3 Linear Regression
  - 5.4 Time Series Forecasting
  - 5.5 Transformation Approaches
- 6. Selected Artificial Intelligence Techniques
  - 6.1 Support Vector Machines
  - 6.2 Artificial Neural Networks
  - 6.3 Further Approaches

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

- Akerar, R., & Sajja, P.S. (2016). Intelligent techniques for data science. Cham: Springer.
- Bruce, A., & Bruce, P. (2017). Practical statistics for data scientists: 50 essential concepts. Newton, MA: O'Reilly Publishers.
- Fawcett, T. & Provost, F. (2013). Data science for business: What you need to know about data mining and data-analytic thinking. Newton, MA: O'Reilly Media.
- Hodeghatta, U. R., & Nayak, U. (2017). Business analytics using R – A practical approach. Berkeley, CA: Apress Publishing. (Database: ProQuest).
- Liebowitz, J. (2014). Business analytics: An introduction. Boca Raton, FL: Auerbach Publications. (Available online).
- Runkler, T. A. (2012). Data analytics: Models and algorithms for intelligent data analysis. Wiesbaden: Springer Vieweg.
- Skiena, S. S. (2017). The data science design manual. Cham: Springer.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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

# Digital Business Models

Module Code: DLMIDBM\_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. Frank Passing (Digital Business Models)

## Contributing Courses to Module

- Digital Business Models (DLMIDBM01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam or Written Assessment: Case Study, 90  
Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- History and success factors of digital business
- Trends in Digital Business
- Knowledge and evaluation of alternative business models in digital business
- Procedure for the development of strategic corporate positioning in digital business
- Knowledge of alternative financing models
- Goals and procedures for the creation of the business plan for digital business models

**Learning Outcomes****Digital Business Models**

On successful completion, students will be able to

- know the history and framework of digital business models.
- understand the basic principles of innovation management.
- know and understand different business models of the digital economy and be able to evaluate their advantages and disadvantages.
- understand the basics of strategic and operational business model planning in e-commerce.
- independently create a business plan for a digital business model.

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

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

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

All Master Programs in the Business & Management fields

# Digital Business Models

Course Code: DLMIDBM01\_E

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

## Course Description

This course deals with IT-driven start-ups and business models. Based on the discussion of the historical development and framework conditions of digital business, alternative business models in digital business are systematically presented, analyzed and evaluated with regard to their respective strengths and weaknesses. Students study the central approaches to developing an independent corporate positioning and are enabled to autonomously examine and evaluate the central factors influencing corporate success in digital business. Further, alternative financing concepts for digital business models are presented and critically evaluated and the central components of a business plan are detailed. In addition, the entire process of creating and defining a business plan is presented in detail and tested using practical examples.

## Course Outcomes

On successful completion, students will be able to

- know the history and framework of digital business models.
- understand the basic principles of innovation management.
- know and understand different business models of the digital economy and be able to evaluate their advantages and disadvantages.
- understand the basics of strategic and operational business model planning in e-commerce.
- independently create a business plan for a digital business model.

## Contents

1. Innovation Management and Business Model Definitions
  - 1.1 Basic Concepts of Innovation Management Regarding Digital Business Models
  - 1.2 Business Models: Genesis - Definition - Relation to Innovation
  - 1.3 Specifics of Digital Business Models and Comparison to Traditional Approaches
2. Digital Business Models: Definition and Elements
  - 2.1 New Elements of Digital Business Models
  - 2.2 Redefinition and Core Elements of Digital Business Models
  - 2.3 Value Architecture and Value Mechanics
3. Basic Architectures, Standard Patterns and Network Integration
  - 3.1 Basic Digital Business Model Architectures

- 3.2 Standard Patterns in Business Model Elements
- 3.3 Networks and Differentiation Strategies
- 4. Success Factors and Strategy
  - 4.1 Relationships Between Business Model, Success Factors and Strategy
  - 4.2 Relevant Success Factors of Digital Business Models
  - 4.3 Strategy Levels and Strategy Examples in the Context of Digital Business Models and Their Elements
- 5. The Business Case and Special Features of Investment Planning
  - 5.1 Elements of the Business Case and Connection to Previous Concepts
  - 5.2 Revenue Mechanics, Revenue Planning and Performance Indicators
  - 5.3 Special Features of Investment Planning

## Literature

### Compulsory Reading

#### Further Reading

- Ahmed, P. K./Shepherd, C. D. (2010): Innovation Management. Context, strategies, systems and processes. Prentice Hall, Upper Saddle River, NJ.
- Bessant, J. R. / Tidd, J. (2018) : Innovation and entrepreneurship. 3rd edition, JOHN WILEY & Sons, Chichester.
- Brynjolfsson, E./Hu, J. Y./Smith, M. D. (2006): From Niches to Riches. Anatomy of the Long Tail. In: Sloan Management Review, 47. Jg., Heft 4, S. 67–71.
- Brynjolfsson, E./Smith M. D. (2000): Frictionless Commerce? A Comparison of Internet and Conventional Retailers. In: Management Science, 46. Jg., Heft 4, S. 563–585.
- Brynjolfsson, E./Hu, J. Y./Rahman, M. (2009): Battle of the Retail Channels. How Product Selection and Geography Drive Cross-Channel Competition. In: Management Science, 55. Jg., Heft 11, S. 1755–1765.
- Chaffey, D./Ellis-Chadwick, F. (2012): Digital Marketing. Strategy, Implementation and Practice. 5th edition, Pearson Education, London.
- Hanson, W./Kalyanam, K. (2007): Internet Marketing and e-Commerce. 2nd edition, Cengage, Boston, MA.
- Laudon, K./Traver, C. G. (2011): E-Commerce. 7th edition, Prentice Hall, Upper Saddle River, NJ.
- Lynch, J./Ariely, D. (2000): Wine Online. Search Costs and Competition on Price, Quality, and Distribution. In: Marketing Science, 19. Jg., Heft 1, S. 83–103.
- Osterwalder, A. / Pigneur, Y. / Clark, T. (2010): Business model generation: A handbook for visionaries, game changers, and challengers. Wiley, Hoboken, NJ.
- Rogers, D. L. (2016): The digital transformation playbook: Rethink your business for the digital age. Columbia Business School Publishing, New York.
- Varian, H. (2000): When Commerce Moves Online. Competition Can Work in Strange Ways. In: New York Times, 24 August 2000.
- Wirtz, B. W. (2019): Digital Business Models: Concepts, Models, and the Alphabet Case Study. Progress in IS. Springer International Publishing, Cham.
- Woerner, S. / Weill, P. (2018): What's Your Digital Business Model?: Six Questions to Help You Build the Next-Generation Enterprise: Harvard Business Review.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 or Written Assessment: Case Study, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 100 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 25 h	<b>Self Test</b> 25 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 <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 <input checked="" type="checkbox"/> Guideline

## People Analytics and Big Data

Module Code: DLMPMPABD\_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

Ulf Brackmann (People Analytics and Big Data)

### Contributing Courses to Module

- People Analytics and Big Data (DLMPMPABD01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### 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**

This module is similar to other modules in the field of Planning & Controlling

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

All Master Programs in the Business & Management field

# People Analytics and Big Data

Course Code: DLMPMPABD01\_E

Study Level	Language of Instruction and Examination	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
3. Legal and Ethical Framework
  - 3.1 Data Protection and Data Security
  - 3.2 Corporate Co-Determination
  - 3.3 Ethical Aspects
4. Technological and Statistical Framework
  - 4.1 IT Systems, Tools and Infrastructure
  - 4.2 Data Analysis and Modeling
5. Introduction of People Analytics
  - 5.1 Requirements for the HR Management
  - 5.2 Requirements for Managers
  - 5.3 Organization and Responsibilities
  - 5.4 Procedural Implementation and People Analytics Projects
6. People Analytics and Big Data in Practice
  - 6.1 Application Example 1
  - 6.2 Application Example 2
  - 6.3 Application Example 3

## Literature

### Compulsory Reading

### Further Reading

- Bodie, M. T., Cherry, M. A., McCormick, M. L., & Tang, J. (2017). The law and policy of people analytics. *University of Colorado Law Review*, 88(4), 961–1042.
- Edwards, M. R., & Edwards, K. (2019). *Predictive HR analytics: Mastering the HR metric* (2nd ed.). Kogan Page Publishers.
- Marr, B. (2018). *Data-driven HR: How to use analytics and metrics to drive performance*. Kogan Page Publishers.
- Molefe, M. (2014). *From data to insights: HR analytics in organisations* [Master's thesis, University of Pretoria]. OAlster.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <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 <input checked="" type="checkbox"/> Guideline

## Seminar: Managing People and Organizations

Module Code: DLMMGSMPO

<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. Muhammad Ashfaq (Seminar: Managing People and Organizations)

### Contributing Courses to Module

- Seminar: Managing People and Organizations (DLMMGSMPO01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

Study Format: myStudies  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

This seminar deals with issues in managing people and organizations.

**Learning Outcomes****Seminar: Managing People and Organizations**

On successful completion, students will be able to

- familiarize themselves autonomously with a given topic from the field of "Managing People and Organizations".
- independently research subject-specific literature and evaluate it in a targeted manner.
- elaborate important characteristics, interrelationships and findings in a written assignment.

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

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

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

Master Programmes in the Business & Management fields

## Seminar: Managing People and Organizations

Course Code: DLMMGSMPO01

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

### Course Description

In the seminar "Managing People and Organizations" students write a research essay on a specific topic. The students demonstrate that they are able to autonomously familiarize themselves with a topic of the seminar and to document and present the knowledge gained in an organized manner.

### Course Outcomes

On successful completion, students will be able to

- familiarize themselves autonomously with a given topic from the field of "Managing People and Organizations".
- independently research subject-specific literature and evaluate it in a targeted manner.
- elaborate important characteristics, interrelationships and findings in a written assignment.

### Contents

- The seminar deals with "Managing People and Organizations". Each participant is expected to write a research paper on a topic assigned to them.

### Literature

#### Compulsory Reading

#### Further Reading

- Bailey, S. (2020). Academic writing for international students of business. New York, NY: Routledge. 3rd Edition.
- Busse, C. and August, E. (2021). How to Write and Publish a Research Paper for a Peer-Reviewed Journal. Journal of Cancer Education 36, 909-913.
- Silvia, P. J. (2019). How to Write a Lot: A Practical Guide to Productive Academic Writing. (2nd Ed). Washington: American Psychological Association.

**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>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"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

**Study Format myStudies**

<b>Study Format</b> myStudies	<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	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# Psychology in Media and Communications

Module Code: DLMWPMKP\_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 (Psychology in Media and Communications)

## Contributing Courses to Module

- Psychology in Media and Communications (DLMWPMKP01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Subject Area of Communication Psychology
- Basics of Communication Psychology
- Special Concepts of Communication
- Media Psychology
- Basics of Media Psychology
- Cognitive Processing of Media Messages
- Immersion in Medial Worlds
- Special Medial Fields of Action

**Learning Outcomes****Psychology in Media and Communications**

On successful completion, students will be able to

- describe the subject area of communication and media psychology and to name its foundations.
- understand selected concepts of communication and the cognitive processing of media messages.
- classify the role of media and communication psychology in the context of industrial and organizational psychology.
- evaluate the principles of the psychological preconditions of successful and disturbed communication.
- design communication in a target and user-oriented way.
- evaluate, control and optimize communication and communication processes.
- shape and assess the psychological impact of media environments.

**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

# Psychology in Media and Communications

Course Code: DLMWPMKP01\_E

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

## Course Description

In today's information society, media and technologies associated with it are of central importance for people's work, consumption and leisure behavior. The social significance of media is constantly increasing and the technological development, especially of computer-based media, is progressing continuously. The course takes a closer look at the influence of media on people and the resulting effects. It imparts knowledge on human media usage behavior. Information intake, media effects and the resulting behavior are considered as well as different media channels and actions preceding media use as well as the accompanying cognitions and emotions. Students will learn about models of media effectiveness and media socialization as well as how people form judgements in connection with the communication of media messages. In addition, the course deals with psychologically and socially important topics such as the connection between media and violence as well as media and emotions. Mobile communication and communication in social media play an important role as well. In order to build up a sound understanding of media psychology it is essential to deal with the field of communication itself since it is spread via media and forms its central subject area. Communication is an everyday topic and seems to be taken for granted without questioning it. Only in the case of misunderstandings and failures the question arises in which situation which communication channel is used and how communication can be improved. There is no area in which communication processes are not necessary and in which the requirements for shaping communicative processes change rapidly and continuously. Therefore, competence in this area forms the basis for successful communication. This is taught in the course. The course also looks at the various forms of interpersonal communication with the associated models and theories as well as the levels and structures on which they are based. It includes selected concepts of communication with regard to their application in the context of industrial and organizational psychology at the interface between people and companies. Studies and use cases are also taken into account.

**Course Outcomes**

On successful completion, students will be able to

- describe the subject area of communication and media psychology and to name its foundations.
- understand selected concepts of communication and the cognitive processing of media messages.
- classify the role of media and communication psychology in the context of industrial and organizational psychology.
- evaluate the principles of the psychological preconditions of successful and disturbed communication.
- design communication in a target and user-oriented way.
- evaluate, control and optimize communication and communication processes.
- shape and assess the psychological impact of media environments.

**Contents**

1. Subject Area of Communication Psychology
  - 1.1 Definition of Communication
  - 1.2 Areas of Application of Communication Psychology
  - 1.3 Communication Models
  - 1.4 Communication Axioms
2. Basics of Communication Psychology
  - 2.1 Levels of Communication
  - 2.2 Perceptual Channels and Representational Systems
  - 2.3 Memory Architecture and Stimulus Processing
  - 2.4 Neurolinguistic Programming (NLP)
3. Special Concepts of Communication
  - 3.1 Non-violent Communication
  - 3.2 Transactional Analysis
  - 3.3 The Square of Communication - Four Sides of a Message (Schulz von Thun)
  - 3.4 Limbic Model
4. Media Psychology
  - 4.1 Subject Area of Media Psychology
  - 4.2 Role of Communication in the Media
  - 4.3 Media Psychology
5. Basics of Media Psychology
  - 5.1 Media Use

- 5.2 Media Choice
- 5.3 Media Reception
- 5.4 Media Effects
- 6. Cognitive Processing of Media Messages
  - 6.1 Attention Processes and Cognitive Processes of Information Intake
  - 6.2 Information Processing
  - 6.3 Social Cognition and Judgment
  - 6.4 Cognitive Effects of Mass Media
- 7. Immersion in Medial Worlds
  - 7.1 Psychological Effects of Computer Games
  - 7.2 Psychological Effects of Virtual Worlds
  - 7.3 Psychological Effects of Mobile Communication
  - 7.4 Psychological Effects of Social Media
- 8. Special Medial Fields of Action
  - 8.1 Media and Emotions
  - 8.2 Violence/Aggression
  - 8.3 Media and Prosocial Behavior
  - 8.4 Pornography

### Literature

#### Compulsory Reading

#### Further Reading

- Covey, C. & Manson, D. (2019). Communication Psychology. Independently Published.
- Sundar, S. (2015). The Handbook of the Psychology of Communication Technology, John Wiley and Sons.
- Stever, G., Giles, D., Cohen, D. & Myers, M. (2022). Understanding Media Psychology, Routledge.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <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

## Seminar: Planetary Health

Module Code: DLMPHEPLH

<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. Gerardo Fernandez (Seminar: Planetary Health)

### Contributing Courses to Module

- Seminar: Planetary Health (DLMPHEIDPH02)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The relationship between human-induced changes in the earth's natural systems and human health, focusing on the following: Climate Change, Nutrition and Health; Climate Change, Infectious Diseases and Health; Actions to Fight Climate Change.

**Learning Outcomes****Seminar: Planetary Health**

On successful completion, students will be able to

- have an in-depth understanding why the World Health Organization (WHO) has declared climate change to be one of the greatest threats to human health.
- analyze and interpret the impact of human-induced changes in the earth's natural systems on the individual, the society, the health care system and economics.
- reflect on the advantages and disadvantages of different approaches to improve human resilience to climate change.

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

This module is similar to other modules in the fields of Healthcare Management

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

All Master Programs in the Health Affairs fields

## Seminar: Planetary Health

Course Code: DLMPHEIDPH02

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

### Course Description

As part of the course students prepare a written work on a topic in Planetary Health. Planetary Health is defined by the Lancet as the health of human civilization and the natural systems on which it depends. Hence, the students demonstrate that they are able to work independently on a specialized topic. The students show that they can analyze and interpret their findings in an evidence-based and structured way.

### Course Outcomes

On successful completion, students will be able to

- have an in-depth understanding why the World Health Organization (WHO) has declared climate change to be one of the greatest threats to human health.
- analyze and interpret the impact of human-induced changes in the earth's natural systems on the individual, the society, the health care system and economics.
- reflect on the advantages and disadvantages of different approaches to improve human resilience to climate change.

### Contents

- The relationship between human-induced changes in the earth's natural systems and human health, with the following key points:
  - direct and indirect effects of climate change on human health
  - short- and long-term effects of climate change on human health
  - direct and indirect effects of climate change on pathogen transmission
  - climate change and the spread of vector-borne infectious diseases, such as West Nile Virus, Lyme Disease, Malaria, Dengue Fever and Zika Virus
  - underlying mechanisms between climate change and the spread of infectious diseases
  - relationships between climate change, livestock and infectious diseases
  - relationships between climate change, agriculture, economy, nutrition and health
  - the relationship between climate change and food security
  - the link between nutritional choices and climate change
  - the global syndemic: Obesity, undernutrition, and climate change
  - climate change and the vulnerability of specific populations, such as certain age groups and mentally challenged people
  - the effect of land use change on human health

- the impact of air pollution on human health
- the link between ocean acidification and human health
- the impact of plastic pollution on human health
- the effect of deforestation on human health
- the influence of biosphere integrity on human health
- approaches to improve human response to climate change
- climate change and environmental injustice
- climate change resilience vs. adaptation
- policies to combat climate change

## Literature

### Compulsory Reading

#### Further Reading

- Hondula, D.M. et al. (2015): Rising Temperatures, Human Health, and the Role of Adaptation. In: Current Climate Change Reports, volume 1, p. 144–154
- Horton, R. et al. (2014): From public to planetary health: a manifesto. In: The Lancet, volume 383, issue 9920, p. 847
- Mason, S.J. / Thomson, M.C. (2018). Climate Information for Public Health Action. Routledge, London and New York.
- Steffen, W. et al. (2015): Planetary boundaries: Guiding human development on a changing planet. In: Science, volume 347, issue 6223, 1259855
- Swinburn et al. (2019): The Global Syndemic of Obesity, Undernutrition, and Climate Change. The Lancet Commission report. In: The Lancet, volume 393, issue 10173, 791-846.
- Whitmee, S. et al. (2015): Safeguarding human health in the Anthropocene epoch: report of The Rockefeller Foundation-Lancet Commission on planetary health. In: The Lancet, volume 386, issue 10007, p. 1973-2028

**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	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# Operations and Information Management

Module Code: DLMBAEOIM

<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. Sebastian Stütz (Operations and Information Management)

## Contributing Courses to Module

- Operations and Information Management (DLMBAEOIM01)

## Module Exam Type

### Module Exam

Study Format: myStudies  
Written Assessment: Case Study  
Study Format: Distance Learning  
Written Assessment: Case Study

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Preparation of reliable demand forecasts
- Site planning
- Process design and process planning
- Inventory management and production control
- Information systems in the supply chain
- Behavioral operations management

**Learning Outcomes****Operations and Information Management**

On successful completion, students will be able to

- apply selected and practice-oriented concepts of operations management in various tasks and draw appropriate conclusions for verifiable performance improvements.
- critically evaluate the benefits and limitations of modern and process-oriented software solutions in operations management.
- consider current and future developments in connection with the megatrends of digitization and climate protection in operations management.
- support the analysis, planning, and design of value-adding processes in supply chains through modern information systems.
- understand and anticipate the behavior of decision-makers and their individual preferences in order to better predict the actual behavior of the supply chain partners and optimize the achievement of own objectives.

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

This module is similar to other modules in the field of Economics.

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

All Master Programmes in the Business & Management field.

# Operations and Information Management

Course Code: DLMBAEOIM01

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

## Course Description

Operations management comprises the planning, control, execution, and monitoring of all internal company resources and capacities for the manufacture of products and services. This course provides students with the knowledge and skills to apply theoretically-sound and practice-relevant concepts of operations management in the context of different problems and tasks (taking into account central megatrends) and draw process-relevant conclusions for verifiable performance improvements. The consideration of powerful software solutions plays an important role here. Starting from the creation of reliable demand forecasts, different scenarios for the optimal location decisions of companies are considered. The process design defines the basic framework for processes, decision rules, and process performance analyses. This then shows in the subsequent process planning how optimal sequences for orders are calculated under certain priority rules. In inventory management, various models for inventory optimization are considered in order to apply practice-relevant methods for calculating capacities and production plans, taking into account various restrictions. Supply chain management investigates how independent companies can optimally coordinate their activities and promote cross-company communication through the use of sustainable information systems. Concluding the course is an examination of human decision heuristics and preferences and their anticipation of decision behavior within the framework of behavioral operations management.

## Course Outcomes

On successful completion, students will be able to

- apply selected and practice-oriented concepts of operations management in various tasks and draw appropriate conclusions for verifiable performance improvements.
- critically evaluate the benefits and limitations of modern and process-oriented software solutions in operations management.
- consider current and future developments in connection with the megatrends of digitization and climate protection in operations management.
- support the analysis, planning, and design of value-adding processes in supply chains through modern information systems.
- understand and anticipate the behavior of decision-makers and their individual preferences in order to better predict the actual behavior of the supply chain partners and optimize the achievement of own objectives.

**Contents**

1. Introduction to operations management
  - 1.1 Definition, subjects, and tools of operations management
  - 1.2 Operations management under circumstances of conflicting demands
2. Preparation of reliable demand forecasts
  - 2.1 The Forecast Problem
  - 2.2 Qualitative forecasting methods
  - 2.3 Causal and time series forecasts
  - 2.4 Assessment of forecast quality
3. Site planning
  - 3.1 Central problem aspects
  - 3.2 Arbitrary locations and transport costs
  - 3.3 Optimization with pre-determined locations
  - 3.4 Site selection and response times
4. Process design and process planning
  - 4.1 Process types
  - 4.2 Process structure
  - 4.3 Process performance
  - 4.4 Priority rules for planning and controlling processes
5. Inventory management and production control
  - 5.1 Models for optimizing stocks
  - 5.2 Continuous inventory management
  - 5.3 Function and application areas of MRP II and Just in Time
  - 5.4 Methods for optimal planning of capacities and production plans
6. Information systems in the supply chain
  - 6.1 Increased performance through product and process design
  - 6.2 Order policy, demand forecasts, and demand planning
  - 6.3 Hellingrath and Kuhn's three-pillar approach
  - 6.4 Requirements for supply chain information systems
  - 6.5 Market analysis of selected IT systems
7. Behavioral operations management
  - 7.1 Decision heuristics for solving complex problems
  - 7.2 Decision behavior and decision prognosis

## 7.3 Decision influencing

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

- Bozarth, C. C. & Handfield, R. B. (2019). Introduction to operations and supply chain management (5th ed.). Pearson Education Limited.
- Das, A. (2015). An introduction to operations management: The joy of operations. Routledge.
- Hill, A., & Hill, T. (2018). Essential operations management (2nd ed.). Red Globe Press.
- Slack, N. & Brandon-Jones, A. (2018). Operations and process management: Principles and practice for strategic impact. Pearson.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<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

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<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

# Advanced Growth Hacking

Module Code: DLMGHAGH

<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

Francisco Tigre Moura (Advanced Growth Hacking )

## Contributing Courses to Module

- Advanced Growth Hacking (DLMGHAGH01)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Written Assessment: Case Study

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Introduction into Growth Hacking (Definition, Historical Background, Origin, and Requirements)
- Product-Market-Fit
- A/B Testing
- Customer Relationship Management
- Data Analysis
- Case Studies

**Learning Outcomes****Advanced Growth Hacking**

On successful completion, students will be able to

- develop an understanding of the idea behind and learn how to use and apply Growth Hacking.
- deepen their knowledge about the origin and history of Growth Hacking, also through case studies showing how Growth Hacking is applied in real life.
- get familiar with basic conditions like knowing when a product or service is ready for the market (product-market-fit).
- using and applying A/B testing to find out which version of a website or an application leads to the best possible success.
- increase sales turnover through customer relationship management.
- develop awareness of the importance of data analysis to constantly increase a firm's 'performance'.

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

This module is similar to other modules in the field of Marketing & Sales.

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

All Master Programs in the Marketing & Communication field.

# Advanced Growth Hacking

Course Code: DLMGHAGH01

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

## Course Description

The course will give an introduction into Growth Hacking, define the term, point out historical background, its origin, and focus on the requirements, tools and methods in order to roll out a Growth Hack. The students will learn when a product or service is ready to be rolled out, the so-called product-market-fit, learn why A/B Testing can be useful as well as connecting with clients, not only through Customer Relationship Management. Equally important is the constant data analysis which will also be covered in detail. A case study serves as the written assignment for this course.

## Course Outcomes

On successful completion, students will be able to

- develop an understanding of the idea behind and learn how to use and apply Growth Hacking.
- deepen their knowledge about the origin and history of Growth Hacking, also through case studies showing how Growth Hacking is applied in real life.
- get familiar with basic conditions like knowing when a product or service is ready for the market (product-market-fit).
- using and applying A/B testing to find out which version of a website or an application leads to the best possible success.
- increase sales turnover through customer relationship management.
- develop awareness of the importance of data analysis to constantly increase a firm's 'performance'.

## Contents

1. Introduction into Growth Hacking
  - 1.1 Definition
  - 1.2 Historical Background and the Origin of Growth Hacking
  - 1.3 Framework and Conditions
2. Generating Growth
  - 2.1 Understanding the Customer
  - 2.2 Developing a Business Model
  - 2.3 Product-Market-Fit and Positioning

- 2.4 Sales Channels and Funnel Management
- 2.5 User Experience
- 3. Growth Hacking Strategies and Workflow
  - 3.1 Setting up the Right Team
  - 3.2 Processes
  - 3.3 Developing Ideas
  - 3.4 A/B Testing
  - 3.5 SEO and SEA
- 4. Customer-Relationship-Management and Acquisition
  - 4.1 Building a Relationship with your Clients and Customer Experience
  - 4.2 Content Marketing and Community Management
  - 4.3 Social Media Marketing
  - 4.4 E-Mail Marketing
  - 4.5 Retention and Referrals
- 5. Data Analysis
  - 5.1 Marketing Controlling
  - 5.2 Monitoring
  - 5.3 Key Performance Indicators (KPIs)
- 6. Activation and Revenue
  - 6.1 Usability and Psychology
  - 6.2 Digital Business Models
  - 6.3 Freemium and Cross Selling

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

- Agrawal, P. & Chaubey, R. (2019). *The Growth Hacking Book: Most Guarded Growth Marketing Secrets the Silicon Valley Giants Don't Want You To Know*. Growth Media AI.
- Agrawal, P., Chaubey, R. & Goval, S. (2021). *The Growth Hacking Book 2: 100 Proven Hacks for Business and Startup Success in the New Decade*. Growth Media AI.
- Carnegie, D. (2010). *How to Win Friends and Influence People*. Pocket Books.
- Ellis, S. & Brown, M. (2017). *Hacking Growth, How Today's Fastest-Growing Companies Drive Breakout Success*. Crown Business, New York.
- Fitzpatrick, R. (2013). *The Mom Test: How to talk to customers and learn if your business is a good idea when everyone is lying to you*. CreateSpace Independent Publishing Platform.
- Holiday, R. (2014). *Growth Hacker Marketing: A Primer on the Future of PR, Marketing, and Advertising*. Penguin Group, New York.
- Olsen, D. (2015). *The Lean Product Playbook. The product-market-fit pyramid*. John Wiley & Son.
- Sabry, N. (2020). *Ready Set Growth Hack – A Beginner's Guide to Growth Hacking Success*. Printed by Sabry, N.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<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

## Seminar: Societal Challenges in Digitalization

Module Code: DLMIHGDG\_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. Inga Schlömer (Seminar: Societal Challenges in Digitalization)

### Contributing Courses to Module

- Seminar: Societal Challenges in Digitalization (DLMIHGDG01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The seminar deals with current topics around social challenges of digitalization. In particular, social aspects and challenges are addressed and digitalization's influence on changes in social processes and working environments is analyzed and reflected upon. Each participant has to write a scientific paper on an assigned topic, which can serve as preliminary work for the master's thesis.

**Learning Outcomes****Seminar: Societal Challenges in Digitalization**

On successful completion, students will be able to

- work independently on a given topic from the field of "Social Challenges of Digitalization", referring to academic literature.
- analyze important properties and relationships and present findings in a written scientific work.
- critically examine a given topic and identify potential problems or negative impacts so that decisions can be made based on this.

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

This module is similar to other modules in the fields of Computer Science & Software Development

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

All Master Programs in the IT & Technology fields

## Seminar: Societal Challenges in Digitalization

Course Code: DLMIHGD01\_E

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

### Course Description

As part of the seminar "Social Challenges of Digitization", students prepare a scientific paper on a relevant topic. Students thus demonstrate that they are able to work independently on a current and socially relevant topic and to document the findings scientifically.

### Course Outcomes

On successful completion, students will be able to

- work independently on a given topic from the field of "Social Challenges of Digitalization", referring to academic literature.
- analyze important properties and relationships and present findings in a written scientific work.
- critically examine a given topic and identify potential problems or negative impacts so that decisions can be made based on this.

### Contents

- The seminar deals with current topics around social challenges of digitalization. In particular, social aspects and challenges are addressed and digitalization's influence on changes in social processes and working environments is analyzed and reflected upon. Each participant has to write a scientific paper on an assigned topic, which can serve as preliminary work for the master's thesis. The current catalog of topics is available on the learning platform and forms the content basis of the module. It can be supplemented or updated by the tutor.

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

- Brynjolfsson, E., & McAfee, A. (2016). *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies*. W. W. Norton & Co.
- Diego Galar Pascual, Pasquale Daponte, & Uday Kumar. (2019). *Handbook of Industry 4.0 and SMART Systems*. CRC Press.
- Lathrop, D., & Ruma, L. (2010). *Open Government: Collaboration, Transparency, and Participation in Practice* (1st edition). O'Reilly Media.
- Nissenbaum, H. F. (2010). *Privacy in context: Technology, policy, and the integrity of social life* /. Stanford Law Books.
- O'Neil, C. (2017). *Weapons of math destruction: How big data increases inequality and threatens democracy*. Broadway Books.
- Rogers, D. L. (2016). *The Digital Transformation Playbook: Rethink Your Business for the Digital Age*. Columbia Business School Publishing.
- Shoshana Zuboff (2019, November 6). *Surveillance Capitalism and Democracy. Making Sense of the Digital Society*, Berlin. <https://www.bpb.de/mediathek/300781/shoshana-zuboff-surveillance-capitalism-and-democracy>
- Shoshana Zuboff (2019, November 6). *Surveillance Capitalism and Democracy. Making Sense of the Digital Society*, Berlin. <https://www.bpb.de/mediathek/300781/shoshana-zuboff-surveillance-capitalism-and-democracy>

**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>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"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## Seminar: Current Issues in International Management

Module Code: DLMINTSATIM\_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 (Seminar: Current Issues in International Management)

### Contributing Courses to Module

- Seminar: Current Issues in International Management (DLMINTSATIM01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies

Written Assessment: Research Essay

Study Format: Distance Learning

Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

In the seminar "Current Issues in International Management", students deal with the opportunities and challenges facing internationally operating companies. The focus is on management and leadership skills that are important and necessary for successful work in an international environment.

**Learning Outcomes****Seminar: Current Issues in International Management**

On successful completion, students will be able to

- purpose fully apply management and leadership skills for work in an international environment.
- classify significant developments and trends in the international environment and to derive objectives for the international strategic positioning of a company.
- develop internationalization strategies in an appropriate and effective way for companies of different sizes and in different sectors.
- describe internationalization processes in an effective and efficient way on the functional level of a company.
- justify suitable market selection and market entry strategies in foreign markets on the basis of existing capacities and resources of a company.
- to recognize intercultural characteristics and business practices in international business and to harmonize them with their own values and norms.

**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 fields.

## Seminar: Current Issues in International Management

Course Code: DLMINTSATIM01\_E

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

### Course Description

The international orientation of economies and enterprises has steadily increased since the 1950s. This has also increased the demands on managers to operate successfully not only in their home market, but also in an ever more globalized economy. The expansion into international markets poses a number of challenges for companies which, in most cases, cannot be mastered with the business practices tried and tested in the home market. The seminar "Current Issues in International Management" promotes the development of students' competencies to understand the cultural, social, economic and political context of other countries in all its diversity and complexity as the basis for successful international business activities and to incorporate this knowledge into business management decisions.

### Course Outcomes

On successful completion, students will be able to

- purpose fully apply management and leadership skills for work in an international environment.
- classify significant developments and trends in the international environment and to derive objectives for the international strategic positioning of a company.
- develop internationalization strategies in an appropriate and effective way for companies of different sizes and in different sectors.
- describe internationalization processes in an effective and efficient way on the functional level of a company.
- justify suitable market selection and market entry strategies in foreign markets on the basis of existing capacities and resources of a company.
- to recognize intercultural characteristics and business practices in international business and to harmonize them with their own values and norms.

### Contents

- In the seminar "Current Issues in International Management", students deal with the opportunities and challenges facing internationally operating companies. The focus is on management and leadership skills that are important and necessary for successful work in an international environment. Thematically, the seminar focuses on developments and trends in the international business environment, strategies and processes of

internationalization, market selection and market entry strategies in foreign markets, operative implementation of an internationalization strategy in individual functional areas as well as cultural and ethical conflict potential of international business activities.

## Literature

### Compulsory Reading

#### Further Reading

- Cavusgil, S.T., Knight, G. & Riesenberger, J.R. (2019): International Business: The New Realities. 5th (Global) Edition. Pearson, Harlow England.
- Collinson, S., Rugman, A. M., & Narula, R. (2017): International business. Pearson, Harlow England.
- Deresky, H. (2017): International Management: Managing Across Borders and Cultures. 9th Edition, Pearson Education Limited, Harlow.
- Khanna, T. (2014): Contextual Intelligence. Harvard Business Review. <https://hbr.org/2014/09/contextual-intelligence> [letzter Zugriff: 10.12.2020].
- Thomas, D.C. & Inkson, K. (2017): Cultural Intelligence: Surviving and Thriving in the Global Village. 3rd Edition, Berrett-Koehler Publishers, Oakland.

**Study Format myStudies**

<b>Study Format</b> myStudies	<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	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

**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>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## Seminar: Current Topics in Industrial and Organizational Psychology

Module Code: DLMWPATWP\_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. 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

## New Work

Module Code: DLMWPWNW1\_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. Maja Störmer (New Work)

### Contributing Courses to Module

- New Work (DLMWPWNW01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- New Work - a New Working World
- Restructuring of the Organization
- New Aspects in Recruiting
- Employee Motivation and Retention
- Empowerment of Employees
- New Methods of Working
- Working Landscapes

**Learning Outcomes****New Work**

On successful completion, students will be able to

- classify the field of "New Work" in the context of industrial and organizational psychology.
- build an understanding of the operational and organizational changes needed in companies.
- weighing up new forms of cooperation against each other and, according to the requirements, to be introduced in companies.
- identify new ways of attracting and retaining employees and understand their need for engagement.
- discuss the new aspects of motivating employees.
- explain measures to empower and build competencies of employees.
- identify goals, methods and tools within the framework of the "New Work".
- consider and implement specific new methods of work in a differentiated way.

**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 the University**

All Master Programs in the Human Resources field

## New Work

Course Code: DLMWPWNW01\_E

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

### Course Description

Our working environment is changing rapidly right now. Societal and economic upheavals are taking place. The digital revolution is leading society into a new age. Digitization and globalization are confronting the economy with unprecedented challenges and lifting us to the next evolutionary level. This is having a considerable impact on the reality of people's work. Collaboration methods, new forms of work and changed hierarchies are becoming more and more important. Rigid corporate hierarchies based on the principle of "command and control" have had their day in a working world geared to speed, flexibility and digital offerings. However, the transformation of the working world also offers new opportunities. The most urgent task in companies is therefore to bring employees into line with the new, digitally shaped working realities. This means putting people at the center of digitization. To do this, they must be given the appropriate access, knowledge, methods and opportunities for collaboration. This understanding is built up for the students in this course. They are provided with the necessary knowledge and tools to implement the required measures conveyed in companies and organizations.

### Course Outcomes

On successful completion, students will be able to

- classify the field of "New Work" in the context of industrial and organizational psychology.
- build an understanding of the operational and organizational changes needed in companies.
- weighing up new forms of cooperation against each other and, according to the requirements, to be introduced in companies.
- identify new ways of attracting and retaining employees and understand their need for engagement.
- discuss the new aspects of motivating employees.
- explain measures to empower and build competencies of employees.
- identify goals, methods and tools within the framework of the "New Work".
- consider and implement specific new methods of work in a differentiated way.

### Contents

1. New Work: Basics and Approaches
  - 1.1 Old Economy versus New Work
  - 1.2 Societal Level (Macro Level)
  - 1.3 Company Level (Meso Level)

- 1.4 Management Requirements in Companies (Micro Level)
- 1.5 New Roles of People, Places, Tools
- 1.6 Digital Mindset
- 1.7 Role and Importance of Diversity
2. New Aspects in Recruiting
  - 2.1 Active Sourcing
  - 2.2 Social Media Recruiting
  - 2.3 Candidate Application via Staffing Platforms and Co.
  - 2.4 Person-Environment-Fit
  - 2.5 Selection Processes and Procedures
  - 2.6 Onboarding
3. Employee Motivation and Retention
  - 3.1 Motivation and Empowerment
  - 3.2 Self-Determination (Autonomy)
  - 3.3 Competence and Perfection (Mastery)
  - 3.4 Sense of Fulfillment (Purpose)
  - 3.5 Measures to Retain Employees in Company and Team
4. Empowering Workforce
  - 4.1 Fault-Tolerant Corporate Culture
  - 4.2 Empowering & Shared Leadership
  - 4.3 Lifelong Learning and Continuing Education
  - 4.4 Collaboration through Networked Learning and Knowledge Sharing
5. Restructuring of the Organization - New Organizational Structures
  - 5.1 Hierarchy, Heterarchy and Agile Organization
  - 5.2 Network Structures and Swarm Intelligence
  - 5.3 Holacracy
  - 5.4 Sociocracy
6. New Working Methods
  - 6.1 Agile Working in the VUCA World
  - 6.2 Design Thinking
  - 6.3 Kanban
  - 6.4 Scrum
  - 6.5 Workhack

## 6.6 Prototyping

### 7. Agile Working Landscapes in the Organization

#### 7.1 Flexible Working (Time) Models and Work-Life-Blending

#### 7.2 Flexible Working Environments and Spaces

#### 7.3 Collaborative Work Technologies and Tools

## Literature

### Compulsory Reading

### Further Reading

- Bergmann, F. (2019). *New work, new culture: Work we want and a culture that strengthens us*. Zero Books.
- Holbeche, L. (2018). *The agile organization: How to build an engaged, innovative and resilient business* (2nd ed.). Kogan Page Publishers
- Robertson, B. J. (2015). *Holacracy: The revolutionary management system that abolishes hierarchy*. Penguin.
- Schnell, A., & Schnell, N. (2021). *New work hacks: 50 inspirations for modern and innovative work*. Springer.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Guideline
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Slides	

## Seminar: Key Features of Common Law

Module Code: DLMWRWIAAL1

<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. Viktor Winkler (Seminar: Key Features of Common Law)

### Contributing Courses to Module

- Seminar: Key Features of Common Law (DLMWRWIAAL01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

Legal systems around the world broadly fall into one of two primary categories: (i) the common law system or (ii) the civil law system. In this course, students will focus on the origins and traditions, the constitutional background as well as the key concepts, the core legal principles and the overall operation of common law systems. Through independent research students will learn about the different ways in which laws are made and interpreted in the common law system.

**Learning Outcomes****Seminar: Key Features of Common Law**

On successful completion, students will be able to

- understand and explain the core features and key concepts of common law systems.
- describe the structure and process of central institutions of the Anglo-American legal system.
- apply the basic techniques of legal methods in common law.
- understand and undertake techniques of legal reasoning covering precedents and statutory interpretation.
- conduct independent legal research.
- describe the role of juries and judges in the common law system.

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

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

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

All Master Programmes in the Management field

## Seminar: Key Features of Common Law

Course Code: DLMWRWIAAL01

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

### Course Description

Legal systems around the world broadly fall into one of two primary categories: (i) the common law system or (ii) the civil law system. In this course, students will focus on the origins and traditions, the constitutional background as well as the key concepts, the core legal principles and the overall operation of common law systems. Through independent research students will learn about the different ways in which laws are made and interpreted in the common law system. They will research the role of judges and juries in resolving legal disputes and examine the specific relationship between case law and statutory law. Thereby, students will develop an in-depth understanding of the key features of common law.

### Course Outcomes

On successful completion, students will be able to

- understand and explain the core features and key concepts of common law systems.
- describe the structure and process of central institutions of the Anglo-American legal system.
- apply the basic techniques of legal methods in common law.
- understand and undertake techniques of legal reasoning covering precedents and statutory interpretation.
- conduct independent legal research.
- describe the role of juries and judges in the common law system.

### Contents

- In this course students will independently research the origins, traditions, constitutional background, significant legal concepts and the overall operation of the common law system. Students will in particular explore the relationship between case law, i.e. the system of judicial precedents, and statutory law as well as the role of judges and juries in resolving legal disputes. Thereby, students will develop an in-depth understanding of the key features of common law. Possible topics for assessed assignments are (selection):
- Fundamental constitutional principles of the English legal system
- The court system in England and Wales
- The court system in the United States
- The most important sources of U.S. American law
- The development of common law
- Common law and equity

- Statutory law
- The doctrine of precedent - case law
- The doctrine of consideration in common law
- The doctrine of causa in common law
- Detrimental reliance and promissory estoppel as the cause of contracts
- The doctrine of privity of contract
- Force majeure in common law contracts
- General principles of statutory interpretation
- The Socratic Method
- Examples of common law legal systems
- The use of juries to determine disputed factual matters in criminal and civil trials

#### Literature

#### Compulsory Reading

#### Further Reading

- Junker, K. (2021): U.S. Law for Civil Lawyer. A Practitioner's Guide. C.H. Beck, München.
- Plucknett, Th. F. T. (2010): A Concise History of the Common Law. Liberty Fund Inc., Indianapolis, IN, United States.
- Richards, C. (2016): English Law and Terminology. Lingua Juris. 4th edition, Nomos, Baden-Baden.
- Samuel, G. (2014): A Short Introduction to the Common Law. Edward Elgar Publishing Ltd., Cheltenham, United Kingdom.
- White, G. E. (2013): American Legal History. A Very Short Introduction. Oxford University Press Inc., New York, United States.

**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	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# Global Supply Chain Management

Module Code: MWCH1\_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. Sebastian Stütz (Global Supply Chain Management)

## Contributing Courses to Module

- Global Supply Chain Management (MWCH01\_E)

## 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

- Value networks - motives, typologies, goals
- Directions of impact of SCM strategies

**Learning Outcomes****Global Supply Chain Management**

On successful completion, students will be able to

- specify the goals and tasks of supply chain management and how it differs from pure logistics management.
- specify the tools and instruments for designing SCM.
- list possible measures to avoid obstacles in the implementation and operation of supply chains.
- assess the potential impact of coordinating collaborations on supply chain management.
- name the basic supply, disposal and recycling strategies and indicate their contents.
- indicate the motives for quality management in SCM and the methods and instruments used.
- assess which business software can support and control the functions of the supply chain.

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

This module is similar to other modules in the fields of Transportation & Logistics

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

All Master Programs in the Transport & Logistics fields

# Global Supply Chain Management

Course Code: MWCH01\_E

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

## Course Description

A problem-centered understanding of global value networks requires knowledge of their motives and goals. Furthermore, in view of the apparent diversity, it seems particularly useful to systematize these networks in certain typologies. On the basis of such systematizations it is then possible to systematize the spectrum of strategically relevant questions and design options in the field of SCM in a differentiated form. In addition, this also makes it possible to present the instrumental categories of SCM that are particularly relevant in this context.

## Course Outcomes

On successful completion, students will be able to

- specify the goals and tasks of supply chain management and how it differs from pure logistics management.
- specify the tools and instruments for designing SCM.
- list possible measures to avoid obstacles in the implementation and operation of supply chains.
- assess the potential impact of coordinating collaborations on supply chain management.
- name the basic supply, disposal and recycling strategies and indicate their contents.
- indicate the motives for quality management in SCM and the methods and instruments used.
- assess which business software can support and control the functions of the supply chain.

## Contents

1. Motives and Effects of Logistics Value Networks
  - 1.1 What does Supply Chain Management mean?
  - 1.2 What is logistics management?
  - 1.3 Service providers in the supply chain
  - 1.4 Importance of Supply Chain Management
2. Typologies of SCM and design models
  - 2.1 Supply chain strategy
  - 2.2 Instruments for supply chain strategies
  - 2.3 Inventory Reduction in Warehouse Management
  - 2.4 Freight cost reduction within the framework of the transport cost policy

- 2.5 Efficient Replenishment
- 3. Problem-oriented concepts and corresponding management concepts
  - 3.1 Problems in the supply chain
  - 3.2 Interfaces in the Supply Chain
  - 3.3 The Bullwhip Effect
  - 3.4 Collaborative Planning, Forecasting and Replenishment (CPFR)
- 4. Tasks and goals of the SCM
  - 4.1 Tasks in Supply Chain Management
  - 4.2 Goals of Supply Chain Management
  - 4.3 Sustainable Supply Chain Management (SSCM)
- 5. Cooperation and coordination
  - 5.1 The Corporate Strategy
  - 5.2 Sensible corporate strategies: Instruments and Methods
  - 5.3 Strategic alliances in the context of supply chain management
  - 5.4 Requirements for successful cooperation
  - 5.5 Bundling of activities and process adjustments in cooperations
- 6. Supply, disposal and recycling strategies
  - 6.1 Supply strategies
  - 6.2 Disposal strategies
  - 6.3 Recycling, reuse/recycling and the corresponding strategies
- 7. Quality assurance
  - 7.1 Quality management systems
  - 7.2 Quality Assurance in Supply Chain Management
  - 7.3 Methods in quality management
  - 7.4 Instruments in organizational design
- 8. Information retrieval
  - 8.1 Information Technology in Supply Chain Management
  - 8.2 Business Software
  - 8.3 The Balanced Scorecard as a control instrument

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

- Arndt, H. (2010): Supply Chain Management. Optimization of logistic processes. 5th edition, Gabler, Wiesbaden.
- Chopra, S./Meindl, P. (2007): Supply Chain Management. Strategy, Planning and Operation. 3rd edition, Pearson, New Jersey.
- Cohen, S./Roussel, J. (2006): Strategic Supply Chain Management. Springer, Berlin/Heidelberg.
- Corsten, H./Gössinger, R. (2008): Introduction to Supply Chain Management. 2nd edition, Oldenbourg, Munich.
- Handfield, R. B./Nichols, E. L. (2008): Introduction to Supply Chain Management. Prentice Hall, Upper Saddle River, NJ.
- Petry, T. (2006): Network strategy. Core of an integrated management of corporate networks. Gabler, Wiesbaden.
- Pfohl, H. C. (2009): Logistics systems. Fundamentals of Business Administration. 8th Edition, Springer, Berlin.
- Schulte, C. (2009): Logistics. Ways to optimize the supply chain. 5th edition, Vahlen, Munich.
- Simchi-Levi, D./Kaminsky, P./Simchi-Levi, E. (2008): Designing and Managing the Supply Chain. Concepts, Strategies and Case Studies. 3rd edition, McGraw-Hill, Boston.
- Werner, H. (2010): Supply Chain Management. Basics, strategies, instruments. Springer, Berlin.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Recorded Live Sessions	<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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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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	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests

## Ethics- and Value Management

Module Code: DLMSVEWM\_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> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

N.N. (Ethics- and Value Management)

### Contributing Courses to Module

- Ethics- and Value Management (DLMSVEWM01\_E)

### Module Exam Type

#### Module Exam

Study Format: [Distance Learning](#)  
Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Legal Requirements and Target Orientations
- Theoretical Foundations of Value Formation
- Values and Value Management
- Theoretical Foundations for the Development of Attitude
- Development of a Basic Ethical and Moral Attitude
- Ethical and Value-Based Behavior and Action
- Dealing with Power
- Dealing with Ethical Dilemmas and Value Conflicts

**Learning Outcomes****Ethics- and Value Management**

On successful completion, students will be able to

- name legal requirements and target orientations for ethical behavior.
- present theoretical foundations of value formation.
- discuss and evaluate essential aspects for the development of a basic ethical and moral attitude.
- explain and analyze the central prerequisites for ethical and value-based behavior.
- derive and initiate ways to deal with power and conflicts of power.
- analyze ethical dilemmas and value conflicts and define possible solutions.

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

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

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

All master programs in the Business field

## Ethics- and Value Management

Course Code: DLMSVEWM01\_E

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

### Course Description

In modern societies, moral ethics and personal development are components of a holistic human formation during the course of life. Daily routines and societal coexistence are characterized by interaction of people of different contexts. In constellations in which people work together with others and support and advise them, for example, in their personal and/or professional development, they assume a high level of responsibility. Be it with regards to the fulfillment of their tasks, the responsibility to show a professional attitude or to orient their own actions to ethical guidelines. To create the conditions necessary to enable the individual's own mental and physical abilities to act, the targeted development of a basic ethical and moral attitude as well as ethical and value-related behavior and actions based on this attitude is essential. Therefore, it will first be reflected upon which targets and goal orientations determine our actions. Since these are complex and can be subject to uncertainties, the theoretical foundations of value formation will then be analyzed, and values and value management will be examined in more detail. In addition, the course discusses the theoretical foundations for the development of attitude and shows processes of the development of an ethical-moral based attitude. However, this course not only delivers a theoretical and basic understanding for ethical-moral questions and challenges for the value management, it also supports students and learners to translate their knowledge into ethical and value-related behavior. Therefore, the handling of power as well as ethical dilemmas and value conflicts will be discussed. This is particularly important as power plays an important role in social relationships. It is not only about self-assertion, but also, among other things, about influence, control, and assertiveness in the most varied forms depending on the persons and contexts involved. Accordingly, various bases of power and processes of power distribution will be identified so that scopes for action can be developed. Finally, the course will address the question of how ethical dilemmas and value conflicts can be dealt with.

### Course Outcomes

On successful completion, students will be able to

- name legal requirements and target orientations for ethical behavior.
- present theoretical foundations of value formation.
- discuss and evaluate essential aspects for the development of a basic ethical and moral attitude.
- explain and analyze the central prerequisites for ethical and value-based behavior.
- derive and initiate ways to deal with power and conflicts of power.
- analyze ethical dilemmas and value conflicts and define possible solutions.

**Contents**

1. Legal Requirements and Target Orientations
  - 1.1 Legal Basis
  - 1.2 Ethical Guidelines and Standards
  - 1.3 Ethics Committees: Addressing Misconduct
  - 1.4 Professional Ethics and Standards
2. Theoretical Foundations of Value Formation
  - 2.1 Conceptualizations: Culture, Values, Norms, Goals
  - 2.2 Social Rules and Conventions
  - 2.3 Values as motives for individual Behavior
3. Values And Value Management
  - 3.1 Society-Related Values
  - 3.2 Organizational Values
  - 3.3 Personal Life Values
  - 3.4 Ethical Value Management
4. Theoretical Foundations for The Development of Attitude
  - 4.1 Conceptualizations: Virtue, Morality, Ethos, Ethics
  - 4.2 Moral Action and Judgment
  - 4.3 Attitude as a Prerequisite for Action
5. Development of a Basic Ethical and Moral Attitude
  - 5.1 Development of Identity
  - 5.2 Personal Value Development
  - 5.3 Social Factors
  - 5.4 Willingness to Reflect and Value Stability
6. Ethical And Value-Based Behavior and Actions
  - 6.1 Professional Attitude
  - 6.2 Working Environments and Milieu Appropriateness
  - 6.3 Decision Making and Responsibility
  - 6.4 Developing and Maintaining Attitude
  - 6.5 Competence Development and Self-Reflection
7. Dealing With Power
  - 7.1 Definition and Functions of Power
  - 7.2 Managing Breaching of Limits

- 7.3 Handling Resistance
- 7.4 Managing Power Conflicts

8. Dealing With Ethical Dilemmas and Value Conflicts

- 8.1 Ethical Dilemmas and Value Conflicts
- 8.2 Tension Between Different Expectations
- 8.3 Change of Perspective and Cognitive Empathy
- 8.4 Role Distance and Ambiguity Tolerance

### Literature

#### Compulsory Reading

#### Further Reading

- Blum, L. A. (1994). *Moral Perception and Particularity*. Cambridge University Press.
- Byars, S.& Stanberry, K. (2018): *Business Ethics*. OpenStax, Houston.
- De Cremer, D.& Tenbrunsel, A. (eds.) (2012): *Behavioral Business Ethics: Shaping an Emerging Field*. Routledge.
- Schein, E. H. (2017). *Organizational culture and leadership* (5th edition). Jossey-Bass.
- Schwartz, S. H. (2011). Studying Values: Personal Adventure, Future Directions. *Journal of Cross-Cultural Psychology*, 42(2), 307–319.
- Marson, S., & McKinney, Jr., R. (Eds.). (2019). *The Routledge Handbook of Social Work Ethics and Values* (1st ed.). Routledge.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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: 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"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<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 <input checked="" type="checkbox"/> Guideline

## 4. Semester

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# Master Thesis

Module Code: MMTHE

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 30	<b>Student Workload</b> 900 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

Degree Program Advisor (SGL) (Master Thesis) / Degree Program Advisor (SGL) (Colloquium)

## Contributing Courses to Module

- Master Thesis (MMTHE01)
- Colloquium (MMTHE02)

## Module Exam Type

### Module Exam

### Split Exam

#### Master Thesis

- Study Format "Distance Learning": Master Thesis (90)
- Study Format "myStudies": Master Thesis

#### Colloquium

- Study Format "Distance Learning": Colloquium (10)
- Study Format "myStudies": Colloquium (10)

## Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Master Thesis</b></p> <ul style="list-style-type: none"> <li>▪ Master's thesis</li> </ul> <p><b>Colloquium</b></p> <ul style="list-style-type: none"> <li>▪ Colloquium on the Master's thesis</li> </ul>	
<p><b>Learning Outcomes</b></p> <p><b>Master Thesis</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.</li> <li>▪ analyse selected tasks with scientific methods, critically evaluate them and develop appropriate solutions under the guidance of an academic supervisor.</li> <li>▪ record and analyse existing (research) literature appropriate to the topic of the Master's thesis.</li> <li>▪ prepare a detailed written elaboration in compliance with scientific methods.</li> </ul> <p><b>Colloquium</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ present a problem from their field of study under consideration of academic presentation and communication techniques.</li> <li>▪ reflect on the scientific and methodological approach chosen in the Master's thesis.</li> <li>▪ actively answer subject-related questions from subject experts (experts of the Master's thesis).</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field of Methods</p>	<p><b>Links to other Study Programs of the University</b></p> <p>All Master Programmes in the Business field</p>

# Master Thesis

Course Code: MMTHE01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		27	none

## 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 Course
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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> 810 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> 810 h

<b>Instructional Methods</b>

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Thesis Course
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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> 810 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> 810 h

<b>Instructional Methods</b>

# Colloquium

Course Code: MMTHE02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		3	none

## 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 ed.). Springer Gabler.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Thesis Course
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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> 90 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> 90 h

<b>Instructional Methods</b>

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Thesis Course
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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> 90 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> 90 h

<b>Instructional Methods</b>

## Internship: International Affairs

Module Code: DLMIRIIA

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 20	<b>Student Workload</b> 600 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

N.N. (Internship: International Affairs)

### Contributing Courses to Module

- Internship: International Affairs (DLMIRIIA01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Internship Reflection Paper (passed / not passed)

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

Within the framework of this internship, students document and reflect on their everyday practical experiences. This is based on knowledge they have acquired. Students now apply this theoretical knowledge in various fields of practice and reflect upon it.

**Learning Outcomes****Internship: International Affairs**

On successful completion, students will be able to

- to transfer theoretical knowledge to practical problems.
- depending on the tasks undertaken, to independently address and manage practical challenges; to reflect on their success.
- to better assess the scope, significance, and limitations of theoretical concepts in light of practical demands.

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

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

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

All Bachelor Programs in the Marketing & Communication field

## Internship: International Affairs

Course Code: DLMIRIIA01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		20	none

### Course Description

Within the scope of this course, students document and reflect on their everyday practical experience, relating it to the subject-specific and related scientific knowledge bases they have previously learned and developed, as well as previously acquired skills and competencies for action. The students apply their theoretical knowledge in various practical fields and reflect upon it. The connection between theory and practice, the application of knowledge in the practical field, and the reflection of these experiences in relation to theory and personal development are the primary focus.

### Course Outcomes

On successful completion, students will be able to

- to transfer theoretical knowledge to practical problems.
- depending on the tasks undertaken, to independently address and manage practical challenges; to reflect on their success.
- to better assess the scope, significance, and limitations of theoretical concepts in light of practical demands.

### Contents

- As part of the internship, students document and reflect on their everyday professional experiences in the field of International Relations. The individual problems and questions that arise are reflected upon from the perspective of professional practice. This module provides students with the opportunity to apply the content they have learned in previous modules through practical reflection and to directly implement practical knowledge where it has been acquired. Various concepts and methods are concretely tested in practice and reflected upon in their specific applications. The basis for this is the documentation, evaluation, and presentation of approaches and methods in the chosen context of action.
- The internship can/should be completed in the following companies:
  - International Companies,
  - NGOs
  - supranational Institutions

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

- Within the subject relation, the literature of each module in the program is relevant.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Practical 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>	Internship Reflection Paper (passed / not passed)

<b>Student Workload</b>					
<b>Self Study</b> 0 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 600 h	<b>Hours Total</b> 600 h

<b>Instructional Methods</b>
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions

# Hybrid Project Management in Digital Transformation

Module Code: DLMADTHPDT\_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. Margit Sarstedt (Hybrid Project Management in Digital Transformation)

## Contributing Courses to Module

- Hybrid Project Management in Digital Transformation (DLMADTHPDT01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Oral Assignment

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Project Management and Digitalization
- Norms, Standards and Project Management Certifications
- Traditional Project Management
- Agile Project Management
- Hybrid Project Management
- Lateral Leadership in Hybrid Project Management
- Application of Hybrid Project Management in Digital Transformation

**Learning Outcomes****Hybrid Project Management in Digital Transformation**

On successful completion, students will be able to

- answer the question of the relevance of new forms of project management in the context of digital transformation.
- assess the relevance of key norms, standards and certifications for hybrid project management.
- select the right principles and process models from the traditional and agile project management options for digital change projects.
- design organization-specific hybrid process models for project management.
- convey central principles of lateral leadership for hybrid project management.
- apply hybrid project management principles with a particular focus on digital transformation.

**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

# Hybrid Project Management in Digital Transformation

Course Code: DLMADTHPDT01\_E

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

## Course Description

Digitalization is accompanied by immense change processes in society, business and industry and it is increasingly influencing classic management approaches. Traditional project management can still be found in many industrial companies and is also affected by this digital transformation. Due to the high degree of standardization in traditional project management, there is an increasing need to integrate more flexibility and dynamics through agile approaches. However, especially in corporate practice, many project managers are unsure when to fall back on agile and when on classic project management principles. Especially in the context of digital change projects in classic industrial companies, a combination of agile and traditional tools and principles therefore proves to be advantageous, which can be summarized with the term "hybrid project management". Against this background, this course teaches important basics of traditional, agile and hybrid project management. In addition, important lateral management principles and application fields of hybrid project management will be highlighted.

## Course Outcomes

On successful completion, students will be able to

- answer the question of the relevance of new forms of project management in the context of digital transformation.
- assess the relevance of key norms, standards and certifications for hybrid project management.
- select the right principles and process models from the traditional and agile project management options for digital change projects.
- design organization-specific hybrid process models for project management.
- convey central principles of lateral leadership for hybrid project management.
- apply hybrid project management principles with a particular focus on digital transformation.

## Contents

1. Project Management and Digitalization
  - 1.1 Impact of the Digital Transformation on Project Management
  - 1.2 Terminology: Project and Project Management
  - 1.3 Project Portfolio, Multi-project and Program Management
  - 1.4 Project Management Philosophies: Classic, Agile and Hybrid

- 1.5 New Approaches to Project Management in Digital Change Projects
2. Norms, Standards and Certifications in Project Management
  - 2.1 ISO 21500
  - 2.2 International Project Management Association (IPMA)
  - 2.3 Project Management Institute (PMI)
  - 2.4 PRINCE2
  - 2.5 Agile standards
3. Traditional Project Management
  - 3.1 Classification of Traditional Project Management Methodologies
  - 3.2 Phases in Traditional Project Management
  - 3.3 Continuous Tasks in Traditional Project Management
4. Agile Project Management
  - 4.1 Agile Manifesto and Agile Values
  - 4.2 Agile Frameworks: Scrum and Kanban
  - 4.3 Lean Project Management
5. Hybrid Project Management
  - 5.1 Selection Criteria for Project Management Methodologies
  - 5.2 Configuration of Organization-specific Hybrid Project Management Methodologies
  - 5.3 Integrated Application of Agile and Traditional Project Management Principles
  - 5.4 Project Organization in the Hybrid Approach
  - 5.5 Software Tools in Hybrid Projects
6. Lateral Leadership in Hybrid Project Management
  - 6.1 Management without Disciplinary Authority to Issue Directives
  - 6.2 Leadership Concepts and Styles for Hybrid Project Management
  - 6.3 Team Composition and Development
  - 6.4 Interdisciplinarity of Hybrid Projects in Digitalization
  - 6.5 Team Dynamics and Conflict Management
7. Application of Hybrid Project Management in Digital Transformation
  - 7.1 Hybrid Project Management in Interdisciplinary Product Development
  - 7.2 Hybrid Project Management in Strategic Innovation Management
  - 7.3 Hybrid Project Management in Digital Change Projects
  - 7.4 Further Case Studies and Practical Examples

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

- Cobb, C. G. (2015): The project manager's guide to mastering agile. Principles and practices for an adaptive approach, John Wiley & Sons.
- Martinelli, R. J./Milosevic, D. Z. (2016): Project Management ToolBox. Tools and Techniques for the Practicing Project Manager. 2. Aufl., Wiley, s.l.
- Measey, P. et al. (2015): Agile Foundations. Principles, practices and frameworks, BCS Learning & Development Limited, Swindon.
- Project Management Institute (2017): Agile Practice Guide, Project Management Institute, Inc. (PMI).
- Wysocki, R. K. (2019): Effective Project Management. Traditional, Agile, Extreme, Hybrid, Wiley, Indianapolis.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

# Business Communication and Storytelling

Module Code: DLMCOBCST\_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

Caterina Fox (Business Communication and Storytelling)

## Contributing Courses to Module

- Business Communication and Storytelling (DLMCOBCST01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Concept Presentation

### Split Exam

## Weight of Module

see curriculum

## Module Contents

The module will enable students to present information in an audience-centered way and to create "stories" out of numbers and data. This competence plays a significant role in an increasingly data-based world and helps to make numbers and data come alive and tangible and thus create a stronger impact internally and externally.

**Learning Outcomes****Business Communication and Storytelling**

On successful completion, students will be able to

- bring data to life through storytelling.
- apply storytelling methods to their own data.
- link emotions to data.
- build a presentation based on dramaturgy.
- use presentation techniques to reinforce the story.
- visualize data in an audience-centered way.

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

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

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

All Master Programs in the Business Administration & Management field

# Business Communication and Storytelling

Course Code: DLMCOBCST01\_E

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

## Course Description

Never before has so much data been collected constantly and everywhere as today. On the one hand, data creates a basis for precise analysis - on the other hand, the flood of data also leads to confusion and excessive demands. Particularly in controlling, a lot of effort is put into compiling figures month after month to create analyses and forecasts and make data-driven decisions. The goal is to process data in an appealing way and to present it convincingly. This is where controllers often reach their limits, because at this point, they frequently encounter audiences who are under strong time pressure (management level), who do not have an affinity for numbers (customers) or to whom figures and plans have to be "sold" in such a way that they are willing to provide financing (banks and investors). This is where storytelling comes in handy as a method that helps to package figures and data in a story, to bring complex issues to the point and to provide them with suspense and emotions. Stories, metaphors, and the associated emotions not only focus attention, but also increase recall. They can enhance decisions by increasing persuasiveness, credibility, and trust.

## Course Outcomes

On successful completion, students will be able to

- bring data to life through storytelling.
- apply storytelling methods to their own data.
- link emotions to data.
- build a presentation based on dramaturgy.
- use presentation techniques to reinforce the story.
- visualize data in an audience-centered way.

## Contents

- The course covers the role of the storyteller in companies today, for executives and managers, for controllers and marketers. At the same time, aspects of creating meaning for internal and external communication through storytelling are developed. In the course, students focus on three key aspects: First, they develop instruments, methods, and concepts of storytelling and apply them. This includes the central building blocks of a story, the benefits and added value of storytelling, and fundamentals and concepts of data-based storytelling. Secondly, the students deal with options for creative visualization and design principles of data and apply these visualization techniques. The visualization approach depends on the audience and how well it supports the storyline. This includes creative

graphics for presentations, as well as effective and self-explanatory dashboard design. Third, students develop techniques and stylistic devices that authentically convey emotions and thus support the story, without appearing contrived. The learned content will be bundled and presented in a concept presentation.

## Literature

### Compulsory Reading

#### Further Reading

- Chapple, D., Pollock, N., & D’Adderio, L. (2022). From Pitching to Briefing: Extending Entrepreneurial Storytelling to New Audiences. *Organization Studies*, 43(5), 773–795. <https://doi-org.pxz.iubh.de:8443/10.1177/01708406211024564>
- Dykes, B. (2020). *Effective Data Storytelling : How to Drive Change With Data, Narrative and Visuals*. Wiley.
- Ikhsan, R. B., Muhammad, N. G., Faishal, M. R., Sutanto, W., Fernando, Y., & Susilo, A. (2022). Digital Storytelling and Intention to Donate Through Crowdfunding Platform. 2022 7th International Conference on Business and Industrial Research (ICBIR), Business and Industrial Research (ICBIR), 2022 7th International Conference On, 116–121. <https://doi-org.pxz.iubh.de:8443/10.1109/ICBIR54589.2022.9786491>
- Nussbaumer Knaflic, C. (2020). Data Storytelling - A New Trend to Improve Your Reporting. *Rethinking Finance*, 6, 60–65.
- Nussbaumer Knaflic, C. (2015). *Storytelling With Data: A Data Visualization Guide for Business Professionals*. Wiley.
- Roam, D. (2022). Tell More and Better Stories! People Grow Through Visual Storytelling (Including You). *HR Future*, 1, 20–23.
- Sakamoto, Y., Sallam, S., Salo, A., Leboe-McGowan, J., & Irani, P. (2022). Persuasive Data Storytelling With a Data Video During Covid-19 Infodemic: Affective Pathway to Influence the Users’ Perception About Contact Tracing Apps in Less Than 6 Minutes. 2022 IEEE 15th Pacific Visualization Symposium (PacificVis), Pacific Visualization Symposium (PacificVis), 2022 IEEE 15th, PACIFICVIS, 176–180. <https://doi-org.pxz.iubh.de:8443/10.1109/PacificVis53943.2022.00028>
- Storr, W. & Clamp, J. (2020). *The Science of Storytelling*. Dreamscape Media, LLC.
- Vora, S. (2020). *The Power of Data Storytelling*. Sage.
- Wexler, S., Shaffer, J., & Cotgreave, A. (2017). *The Big Book of Dashboards*. Wiley.

**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>	Concept Presentation

<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

# 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> Theory Course
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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 <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<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

# Diversity Management

Module Code: DLMIO PDM

<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. Maja Störmer (Diversity Management)

## Contributing Courses to Module

- Diversity Management (DLMSVDM01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- 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

**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.

**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 the University**

All Master Programs in the Human Resources field

# Diversity Management

Course Code: DLMSVDM01\_E

Study Level	Language of Instruction and Examination	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 Cycle
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, and LGBTQIA+)
  - 6.2 Age and Generation
  - 6.3 Religion, Culture and Nationality
  - 6.4 People with Disabilities and Health-Related Issues
  - 6.5 New Trends and Paradigms
- 7. Critical Reflection of Diversity Management
  - 7.1 Diversity at Any Price?
  - 7.2 Risk and Challenges
  - 7.3 Opportunities and Potentials

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

- Akpapuna, M., Choi, E., Johnson, D. A., & Lopez, J. A. (2020). Encouraging multiculturalism and diversity within organizational behavior management. *Journal of Organizational Behavior Management*, 40(3/4), 186–209.
- Barmeyer, C., Bausch, M., & Mayrhofer, U. (2021). *Constructive intercultural management*. Edward Elgar Publishing.
- Plummer, D. L. (Ed.). (2018). *Handbook of diversity management: Inclusive strategies for driving organizational excellence*. Half Dozen Publications.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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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 <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