

MODULE HANDBOOK

Master of Arts

International Development

120 CP

Distance Learning

As of March 12th, 2024

Classification: Consecutive

Contents

1. Semester

Module DLMIDUDTP: Understanding Development: Theory and Practice

Module Description	9
Course DLMIDUDTP01: Understanding Development: Theory and Practice	11

Module DLMARM-01: Advanced Research Methods

Module Description	14
Course DLMARM01-01: Advanced Research Methods	16

Module DLMINTMAB_E: Managing Across Borders

Module Description	21
Course DLMINTMAB01_E: Managing Across Borders	23

Module DLMNMZGM1_E : Sustainable Business Models

Module Description	27
Course DLMNMZGM01_E: Sustainable Business Models	29

Module DLMIDPGIP: Project: Growth, Inequality, and Poverty

Module Description	32
Course DLMIDPGIP01: Project: Growth, Inequality, and Poverty	34

Module DLMIDSCIID: Seminar: Current Issues in International Development

Module Description	37
Course DLMIDSCIID01: Seminar: Current Issues in International Development	39

2. Semester

Module DLMIEEAPM: Agile Project Management

Module Description	43
Course DLMIEEAPM01: Agile Project Management	45

Module DLMBLSE-02: Leadership

Module Description	48
Course DLMBLSE01-02: Leadership	50

Module DLMCMO1_E : Change Management & Organizational Development

Module Description	55
Course DLMCMO1_E: Change Management & Organizational Development	57

Module DLMSEIID: Seminar: Ethical Issues in International Development

Module Description	61
Course DLMSEIID01: Seminar: Ethical Issues in International Development	63

Module DLMIHMHPP: Health Policy and Planning

Module Description	66
Course DLMIHMHPP01: Health Policy and Planning	68

Module DLMIHMHF: Healthcare Financing

Module Description	72
Course DLMIHMHF01: Healthcare Financing	74

Module DLMIOPDM: Diversity Management

Module Description	78
Course DLMSVDM01_E: Diversity Management	80

Module DLMSVDM2_E: Seminar: Diversity Management

Module Description	84
Course DLMSVDM02_E: Seminar: Diversity Management	86

Module MWBC1_E: Management Consulting I

Module Description	89
Course MWBC01-01_E: Management Consulting I	91

Module MWVC2_E: Management Consulting II

Module Description	95
Course MWBC02-01_E: Management Consulting II	97

Module DLMAIAI: Artificial Intelligence

Module Description	101
Course DLMAIAI01: Artificial Intelligence	103

Module DLMPREEPS1: Process Management with Scrum

Module Description	107
Course DLMPREEPS01: Process Management with Scrum	109

Module DLMCMO1_E : Change Management & Organizational Development

Module Description	113
Course DLMCMO01_E: Change Management & Organizational Development	115

Module DLMIRIAD : International Affairs and Diplomacy

Module Description	119
Course DLMIRIAD01: International Affairs and Diplomacy	121

Module DLMIRPWPDC: Project: World Politics and Development Cooperation

Module Description	124
Course DLMIRPWPDC01: Project: World Politics and Development Cooperation	126

3. Semester

Module DLMIHMPP: Health Policy and Planning

Module Description	130
Course DLMIHMPP01: Health Policy and Planning	132

Module DLMIHMHF: Healthcare Financing

Module Description	136
Course DLMIHMHF01: Healthcare Financing	138

Module DLMIOPDM: Diversity Management

Module Description	142
Course DLMSVDM01_E: Diversity Management	144

Module DLMSVDM2_E: Seminar: Diversity Management

Module Description	148
Course DLMSVDM02_E: Seminar: Diversity Management	150

Module MWBC1_E: Management Consulting I

Module Description	153
Course MWBC01-01_E: Management Consulting I	155

Module MWVC2_E: Management Consulting II

Module Description	159
Course MWBC02-01_E: Management Consulting II	161

Module DLMAIAI: Artificial Intelligence

Module Description	165
Course DLMAIAI01: Artificial Intelligence	167

Module DLMPREEPS1: Process Management with Scrum

Module Description	171
Course DLMPREEPS01: Process Management with Scrum	173

Module DLMIRIAD : International Affairs and Diplomacy

Module Description	177
Course DLMIRIAD01: International Affairs and Diplomacy	179

Module DLMIRPWPDC: Project: World Politics and Development Cooperation

Module Description	182
Course DLMIRPWPDC01: Project: World Politics and Development Cooperation	184

Module DLMIHMGHM: Global Healthcare Markets

Module Description	187
Course DLMIHMGHM01: Global Healthcare Markets	189

Module DLMIHMIHS: International Health Systems

Module Description	192
Course DLMIHMIHS01: International Health Systems	194

Module DLMWPWNW1_E: New Work

Module Description	198
Course DLMWPWNW01_E: New Work	200

Module DLMIHGDG_E: Seminar: Societal Challenges in Digitalization

Module Description	204
Course DLMIHGDG01_E: Seminar: Societal Challenges in Digitalization	206

Module MWCH1_E: Global Supply Chain Management

Module Description	209
Course MWCH01_E: Global Supply Chain Management	211

Module DLMEMQMS: Quality Management and Sustainability

Module Description	216
Course DLMEMQMS01: Quality Management and Sustainability	218

Module DLMINTIM_E: Intercultural Management

Module Description	223
Course DLMINTIM01_E: Intercultural Management	225

Module DLMNEGE-01: Negotiation

Module Description	229
Course DLMNEGE01-01: Negotiation	231

Module DLMIRSSLI: Seminar: Supranational Law and Institutions

Module Description	235
Course DLMIRSSLI01: Seminar: Supranational Law and Institutions	237

Module DLMIAIRSGRC: Seminar: Global Relations and Cooperations

Module Description	240
Course DLMIAIRSGRC01: Seminar: Global Relations and Cooperations	242

Module DLMMMCM: Community Management

Module Description	245
Course DLMMMCM01: Community Management	247

Module DLMDESEBA1: Business Intelligence I

Module Description	251
Course DLMDEBA01: Business Intelligence I	253

4. Semester

Module MMTHE: Master Thesis

Module Description	258
Course MMTHE01: Master Thesis	260
Course MMTHE02: Colloquium	264

Module DLMIRIIA: Internship: International Affairs

Module Description	267
Course DLMIRIIA01: Internship: International Affairs	269

Module DLMSCMSCOM1_E: Procurement and Contract Design

Module Description	272
Course DLMSCMSCOM1_E: Procurement and Contract Design	274

Module DLMFAISFT: Innovation and Strategy in FinTech

Module Description	278
Course DLMFAISFT01: Innovation and Strategy in FinTech	280

Module DLMNMSERM1_E: Seminar: Ethical Reflection in Management

Module Description	284
Course DLMNMSERM1_E: Seminar: Ethical Reflection in Management	286

Module DLMIOPSNW: Seminar: New Work

Module Description	289
Course DLMWPWNW02_E: Seminar: New Work	291

1. Semester

Understanding Development: Theory and Practice

Module Code: DLMIDUDTP

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	---------------------------------------------------------------

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Advanced Research Methods

Module Code: DLMARM-01

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

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

Module Coordinator

Prof. Dr. Tamara Wehrstein (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.
- Crossman, A. (2019). How to conduct an index for research. <https://www.thoughtco.com/index-for-research-3026543>
- Eurostat. (n.d.). Beginners: Statistical concept - Index and base year. https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Beginners:Statistical_concept_-_Index_and_base_year
- Giles, D. (2004). *Advanced research methods in psychology* (Reprint). Psychology Press.
- Rea, L.M., & Parker, R.A. (2014). *Designing and conducting survey research: A comprehensive guide*, (4th ed). Jossey-Bass.
- Saunders, M., Thornhill, A., & Lewis, P. (2019). *Research methods for business students* (8th ed). Pearson.
- Takahashi, A. R. W., & Araujo, L. (2019). Case study research: Opening up research opportunities. *RAUSP Management Journal*, 55(1), 100–111.
- 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

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Written Assessment: Written Assignment

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

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

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Written Assessment: Written Assignment

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

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

Managing Across Borders

Module Code: DLMINTMAB_E

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

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

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

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Sustainable Business Models

Module Code: DLMNMZGM1_E

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

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

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Written Assessment: Written Assignment

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

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

Project: Growth, Inequality, and Poverty

Module Code: DLMIDPGIP

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	-----------------------------------------------------------

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

Study Format Distance Learning	Course Type Project
------------------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Oral Project Report

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

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

Seminar: Current Issues in International Development

Module Code: DLMIDSCIID

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	-----------------------------------------------------------

Module Coordinator

Prof. Dr. Jürgen-Matthias Seeler (Seminar: Current Issues in International Development)

Contributing Courses to Module

- Seminar: Current Issues in International Development (DLMIDSCIID01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Research Essay

Split Exam

Weight of Module

see curriculum

Module Contents

This course requires students to independently engage with current important issues in international development. Based on self-directed learning, students will engage in those topics most prominently on the agenda of the various actors in the field. Reference may be made to e.g. the sustainable development goals, actions countering climate change or other topics of high priority in international development.

Learning Outcomes

Seminar: Current Issues in International Development

On successful completion, students will be able to

- acquire knowledge and skills in the area of current issues in international development independently and in a self-directed manner.
- comprehend current discussions in international development.
- depict the issues most prominently addressed by the various actors in international development.
- explain current topics of their choice and contextualize them.
- identify important challenges in such topics and address them on supranational, national and local level.
- interpret the limitations under which the various actors in these areas operate.

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

Seminar: Current Issues in International Development

Course Code: DLMIDSCIID01

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

Course Description

International Development is a multi-faceted topic with some ongoing thematic areas and a number of more contemporary fields of action. While some issues, such as poverty, hunger, education, health have been tackled for a long time, there are also some areas of more contemporary prominence. To name a few, climate change, inclusion, diversity, and other aspects have been prioritized rather recently. To identify and explain such topics, contextualize them, and link theory with practice is required from students in this course.

Course Outcomes

On successful completion, students will be able to

- acquire knowledge and skills in the area of current issues in international development independently and in a self-directed manner.
- comprehend current discussions in international development.
- depict the issues most prominently addressed by the various actors in international development.
- explain current topics of their choice and contextualize them.
- identify important challenges in such topics and address them on supranational, national and local level.
- interpret the limitations under which the various actors in these areas operate.

Contents

- In this course, students are required to independently acquire knowledge of current issues in international development. Through self-directed learning, they are supposed to understand the most important topics prominently on the agenda of the various actors in international development. Students could use the Sustainable Development Goals as framework to contextualize their analysis of current issues. Such more contemporary issues could include topics such as climate change, gender equality, migration, human rights etc. Importantly, students are supposed to identify such topics, put them into the broader context of international development and analyze challenges that may be encountered by the various actors on supra-national, national, and local level. This way, they must show their capacity to analyze and critically reflect some of the most pressing current issues in international development and how to best tackle them.

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

- Bexell, M., Hickmann, T., & Schapper, A. (2023). Strengthening the Sustainable Development Goals through integration with human rights. *International Environmental Agreements: Politics, Law and Economics*, 23(2), 133–139.
- Chibba, M. (2011). The Millennium Development Goals: Key Current Issues and Challenges. *Development Policy Review*, 29(1), 75–90.
- 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.
- Soto Nishimura, A., & Czaika, M. (2023). Exploring Migration Determinants: a Meta-Analysis of Migration Drivers and Estimates. *Journal of International Migration and Integration*, 1–23.

Study Format Distance Learning

Study Format Distance Learning	Course Type Seminar
------------------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Written Assessment: Research Essay

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

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

2. Semester

Agile Project Management

Module Code: DLMIEEAPM

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

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

Module Coordinator

Sandra Reinstädler (Agile Project Management)

Contributing Courses to Module

- Agile Project Management (DLMIEEAPM01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Case Study

Split Exam

Weight of Module

see curriculum

Module Contents

- Fundamentals of Agile Methods in Project Management
- Traditional and Agile Approaches to Project Management
- Agile Project Management with Scrum
- Agile Project Management with Kanban
- Implementing Agile within the Organization
- Expanding Agile across the Organization

Learning Outcomes

Agile Project Management

On successful completion, students will be able to

- understand the significance of agile methods to efficiently and effectively manage projects within and across organizations.
- compare the major characteristics of traditional and agile approaches to project management.
- apply the Scrum methodology as a main framework of agile project management.
- apply the Kanban methodology as a main framework of agile project management.
- implement agile value-driven strategies and effective agile product roadmaps into the organization.
- judge the scaling of agile practices across the entire organization.

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

Agile Project Management

Course Code: DLMIEEAPM01

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

Course Description

Agile methods accelerate the development and delivery of a product or service by the division of tasks into short phases of work and frequent reassessment and adaptation of plans. While originally used for software programming, the agile methodology has become a widely used approach in many areas of business. When applied to project management situations, agile contributes to a more flexible planning, a faster determining of the requirements and a more effective executing of a project. The concept of agile is based on the Agile Manifesto which includes four key values and twelve main principles to guide an iterative and people-centric managing of projects. In this course, students are introduced to the agile project management framework with an emphasis on the product owner's role. They learn how to develop the product vision and the product roadmap, organize the project team, identify user roles, write user stories and establish an operant project risk management. This way, students shall also develop a mindset for the agile methodology. The course puts a special emphasis on the Scrum and Kanban framework as two main pillars to agilely manage projects within and across organizations.

Course Outcomes

On successful completion, students will be able to

- understand the significance of agile methods to efficiently and effectively manage projects within and across organizations.
- compare the major characteristics of traditional and agile approaches to project management.
- apply the Scrum methodology as a main framework of agile project management.
- apply the Kanban methodology as a main framework of agile project management.
- implement agile value-driven strategies and effective agile product roadmaps into the organization.
- judge the scaling of agile practices across the entire organization.

Contents

1. Fundamentals of Agile Methods in Project Management
 - 1.1 Definition and Significance of Agile Methods in Project Management
 - 1.2 The Agile Manifesto
 - 1.3 The Agile Values and Principles
2. Traditional and Agile Approaches to Project Management

- 2.1 Traditional Approaches to Project Management
- 2.2 Agile Approaches to Project Management
- 2.3 Comparison of Traditional versus Agile Project Management
3. Agile Project Management with Scrum
 - 3.1 Scrum Values and Principles
 - 3.2 Scrum Roles, Events and Artifacts
 - 3.3 Application Areas of Scrum
4. Agile Project Management with Kanban
 - 4.1 Kanban Values and Principles
 - 4.2 Kanban Boards and Cards
 - 4.3 Application Areas of Kanban
5. Implementing Agile within the Organization
 - 5.1 Implementing Agile Value-driven Delivery Strategies
 - 5.2 Creating an Effective Agile Product Roadmap
 - 5.3 Coaching an Agile Team
6. Expanding Agile across the Organization
 - 6.1 Agile at Scale Practices across the Organization
 - 6.2 Agile Portfolio Management
 - 6.3 Scaled Agile Framework (SAFe)

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

- Schwaber, K., & Sutherland, J. (2020). The 2020 Scrum guide. ScrumGuides.
- Winkle, T. (2022). Product development within artificial intelligence, ethics, and legal risk: Exemplary for safe autonomous vehicles. Springer.

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Written Assessment: Case Study

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

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

Leadership

Module Code: DLMBLSE-02

Module Type see curriculum	Admission Requirements None	Study Level MBA	CP 5	Student Workload 150 h
--------------------------------------	---------------------------------------	---------------------------	----------------	----------------------------------

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

Module Coordinator

Prof. Dr. Georg Berkel (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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Study Format myStudies

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Change Management & Organizational Development

Module Code: DLMCMO1_E

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

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

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Seminar: Ethical Issues in International Development

Module Code: DLMSEIID

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	-----------------------------------------------------------

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

Study Format Distance Learning	Course Type Seminar
------------------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Written Assessment: Research Essay

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

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

Health Policy and Planning

Module Code: DLMIHMHPP

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

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

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Written Assessment: Case Study

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

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

Study Format myStudies

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Written Assessment: Case Study

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

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

Healthcare Financing

Module Code: DLMIHMHF

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

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

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Oral Assignment

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

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

Study Format myStudies

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Oral Assignment

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

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

Diversity Management

Module Code: DLMIO PDM

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	-----------------------------------------------------------

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Seminar: Diversity Management

Module Code: DLMSVDM2_E

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	-----------------------------------------------------------

Module Coordinator

Prof. Dr. Karin Halbritter (Seminar: Diversity Management)

Contributing Courses to Module

- Seminar: Diversity Management (DLMSVDM02_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Research Essay

Split Exam

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Seminar: Diversity Management

On successful completion, students will be able to

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

Links to other Modules within the Study Program

All Master Programs in the Human Resources field

Links to other Study Programs of the University

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

Seminar: Diversity Management

Course Code: DLMSVDM02_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format Distance Learning	Course Type Seminar
------------------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Written Assessment: Research Essay

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

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

Management Consulting I

Module Code: MWBC1_E

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	---------------------------------------------------------------

Module Coordinator

Prof. Dr. Andreas Herrmann (Management Consulting I)

Contributing Courses to Module

- Management Consulting I (MWBC01-01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Management Consulting as a Professional Service
- Market Segments and Characteristics
- Typical Reasons and Situations for Consulting Usage
- Consulting Organizations and Business Models
- Consulting Projects and Project Management
- Effective Reasoning
- Effective Communication

Learning Outcomes**Management Consulting I**

On successful completion, students will be able to

- describe the principle importance of management consulting for the economy as a whole and companies representing the supply side of the economy.
- understand what drives demand for consulting services and why consultants are employed.
- explain set-up and business model of consulting firms and how consulting projects are conducted.
- master selected principles of analytical thinking as well as effective communication.

Links to other Modules within the Study Program

All Master Programmes in the Business & Management fields.

Links to other Study Programs of the University

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

Management Consulting I

Course Code: MWBC01-01_E

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

Course Description

Economies can be viewed as self-regulating entities in which innovations give rise to Creative Disruption. This leads to a continuous reconstruction of economies such that new businesses replace old businesses leading to new ways of value creation (Schumpeter, 1934). Economic participants employ management consultants to help them drive and manage this creative disruption and the corresponding change. In doing so, management consultants increase the competitiveness of their clients. The contributions of management consulting at the level of individual companies and the economy as a whole are therefore evident and companies themselves have adopted consulting methods in their standard tool set. Management consultants need a differentiated profile of professional-methodical and personal-social competencies. Professional competencies include a profound knowledge of relevant analytical methods and tools as well as basic and specialized knowledge of business management and strategic management. This is complemented by a profound understanding of markets and social and economic developments. Consultants must be able to plan and implement consulting projects for sustainable corporate value enhancement on the basis of strategic concepts and to monitor their success. Personal and social competencies complement their technical and methodological skills. They enable consultants to understand client expectations, to tailor consulting concepts to individual consulting needs and to actively shape consultant-client relationships in the sense of a value-adding performance partnership. In Management Consulting I, students learn why companies hire consultants and how consulting firms and projects are set-up and managed. In addition, students are exposed to selected fundamental tools of logical reasoning and effective communication that form the basis of the day-to-day work of consultants.

Course Outcomes

On successful completion, students will be able to

- describe the principle importance of management consulting for the economy as a whole and companies representing the supply side of the economy.
- understand what drives demand for consulting services and why consultants are employed.
- explain set-up and business model of consulting firms and how consulting projects are conducted.
- master selected principles of analytical thinking as well as effective communication.

Contents

1. Management Consulting as a Professional Service

- 1.1 Definition and Disambiguation
- 1.2 History of Management Consulting
- 1.3 Megatrends as Drivers for Consulting Services
- 1.4 Description of Market Segments and Major Players
2. Typical Reasons and Situations for Consulting Usage
 - 2.1 Complementing Managerial Resources: Capacity, Skill, and Expertise
 - 2.2 Manifest Crises: Strategy, Profitability, and Liquidity Crises
 - 2.3 Justification and Second Opinion: Workforce, Owners, and General Public
3. Consulting Organizations and Business Models
 - 3.1 Business Models and Organizational Set-ups
 - 3.2 Key Success Factors: Insight-Impact-Trust and Recruiting
 - 3.3 Contractual and Ethical Considerations
4. Consulting Projects and Project Management
 - 4.1 The Consulting Project: Set-up and Execution
 - 4.2 Project Management: How Consultants Get Organized
 - 4.3 Evaluation: Do Good and Talk About It
5. Effective Reasoning
 - 5.1 Encompassing the World: The MECE concept
 - 5.2 The Art of Reasoning: Deduction and Induction
 - 5.3 Finding Interdependencies: Correlation and Causal Relationships
6. Effective Communication
 - 6.1 Graphical Representations of Information
 - 6.2 Principles of Good Slide Design
 - 6.3 The Pyramid Principle and the Elevator Speech

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

- Bono, E. de. (repr 2002, 1982): De Bono's Thinking Course (new edition): Powerful Tools to Transform Your Thinking. rev. and updated ed., BBC Books, London.
- Christensen, C. M./ Wang, D./ van Bever, D. (2013): Consulting on the Cusp of Disruption: Competitive Strategy. Harvard Business Review 91, no. 10: 106-114.
- Minto, B. (2001): The pyramid principle: Present your thinking so clearly that the ideas jump off the page and into the reader's mind. 3rd ed., FT Publishing International, New Jersey.
- Schumpeter, J. A. (1934): The Theory of Economic Development: An Inquiry into Profits, Capital, Credit, Interest, and the Business Cycle. Harvard economic studies: vol. XLVI. Harvard University Press, Cambridge.
- Zelazny, G. (2013). Say it with charts: The executive's guide to visual communication. 4th edition, McGraw-Hill Professional, New York.

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Management Consulting II

Module Code: MWVC2_E

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	---------------------------------------------------------------

Module Coordinator

Prof. Dr. Andreas Herrmann (Management Consulting II)

Contributing Courses to Module

- Management Consulting II (MWBC02-01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Porter's Generic Strategies
- Segmentation and Portfolio Analysis
- Optimizing Operations
- Investment Decisions
- Innovation and Disruption
- Putting Everything into Practice: Case for Self-Study

Learning Outcomes**Management Consulting II**

On successful completion, students will be able to

- understand the generic strategic positionings companies can adopt and how these positionings link to the industry life cycle.
- apply some of the fundamental concepts and tools management consultants use to support clients in adopting either of the principle strategic positionings.
- apply the combined body of knowledge to a complex business problem and derive actionable recommendations for action.

Links to other Modules within the Study Program

All Master Programmes in the Business & Management fields.

Links to other Study Programs of the University

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

Management Consulting II

Course Code: MWBC02-01_E

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

Course Description

Economies can be viewed as self-regulating entities in which innovations give rise to Creative Disruption. This leads to a continuous reconstruction of economies such that new businesses replace old businesses leading to new ways of value creation (Schumpeter, 1934). Economic participants employ management consultants to help them drive and manage this creative disruption and the corresponding change. In doing so, management consultants increase the competitiveness of their clients. The contributions of management consulting at the level of individual companies and the economy as a whole are therefore evident and companies themselves have adopted consulting methods in their standard tool set. Management consultants need a differentiated profile of professional-methodical and personal-social competencies. Professional competencies include a profound knowledge of relevant analytical methods and tools as well as basic and specialized knowledge of business management and strategic management. This is complemented by a profound understanding of markets and social and economic developments. Consultants must be able to plan and implement consulting projects for sustainable corporate value enhancement on the basis of strategic concepts and to monitor their success. Personal and social competencies complement their technical and methodological skills. They enable consultants to understand client expectations, to tailor consulting concepts to individual consulting needs and to actively shape consultant-client relationships in the sense of a value-adding performance partnership. In Management Consulting II, case examples are used to familiarize students with the standard tool set of management consultants to solve typical business problems and make appropriate recommendations for action. At the end of the course, student groups get the chance to apply their combined knowledge to a complex business case and present and discuss their findings during the course tutorial.

Course Outcomes

On successful completion, students will be able to

- understand the generic strategic positionings companies can adopt and how these positionings link to the industry life cycle.
- apply some of the fundamental concepts and tools management consultants use to support clients in adopting either of the principle strategic positionings.
- apply the combined body of knowledge to a complex business problem and derive actionable recommendations for action.

Contents

1. Porter's Generic Strategies
 - 1.1 The Principle Strategic Positionings
 - 1.2 Industry Life Cycle
 - 1.3 The Importance of Economies of Scale and Experience Curve
 - 1.4 Tools for Assessment: SWOT and 5-Forces
2. Segmentation and Portfolio Analysis
 - 2.1 Principles of Segmentation
 - 2.2 The BCG-Matrix and Its Applications
 - 2.3 Other Approaches to Portfolio Analysis
3. Optimizing Operations
 - 3.1 Working Capital Management and the Cash Conversion Cycle
 - 3.2 Complexity Reduction: The Pareto Principle and Its Applications
 - 3.3 De-Bottlenecking: Theory of Constraints
4. Investment Decisions
 - 4.1 Relevant Costs in Decision Making
 - 4.2 Decisions on Marginal Revenue Considerations
 - 4.3 Cashflow Return on Investment
5. Innovation and Disruption
 - 5.1 Blue Ocean Strategies
 - 5.2 10-Types of Innovation
 - 5.3 Decisions under Uncertainty: Scenario Planning
6. Putting Everything into Practice: Case for Self-Study
 - 6.1 Case Description
 - 6.2 Guiding Questions

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

- Goldratt, E. M./ Cox, J. (1993): The goal: A process of ongoing improvement. 2nd rev. ed., Gower, Aldershot.
- Juran, J. M. (1995): Managerial breakthrough: The classic book on improving management performance. Rev. ed., internat. ed., McGraw-Hill, New Jersey.
- Keeley, L. (2013): Ten types of innovation: The discipline of building breakthroughs. John Wiley & Sons, New Jersey.
- Kim, W. C. / Mauborgne, R. (2015): Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. revised and expanded edition, Harvard business School Press, Cambridge.
- Porter, M. E. (1998): Competitive advantage: Creating and sustaining superior performance: with a new introduction. 2nd ed., Free Press, New York

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Artificial Intelligence

Module Code: DLMAIAI

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

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

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 Bachelor 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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Study Format myStudies

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Process Management with Scrum

Module Code: DLMPREEPMS1

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	---------------------------------------------------------------

Module Coordinator

Prof. Dr. Nebojsa Radojevic (Process Management with Scrum)

Contributing Courses to Module

- Process Management with Scrum (DLMPREEPMS01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Case Study

Split Exam

Weight of Module

see curriculum

Module Contents

- Scrum Origin, Basic Idea and Fields of Application
- Scrum Roles
- Product Backlog and Sprint Planning
- Executing the Scrum Process
- Helpful Tools
- Implementation and Scaling of Scrum

Learning Outcomes**Process Management with Scrum**

On successful completion, students will be able to

- understand and explain the contents of the agile manifest.
- understand Scrum as a framework for developing, delivering, and sustaining products in a complex environment.
- describe each of the roles within a Scrum team and explain each item and each step within the Scrum process.
- handle the refinement process of the product backlog and discuss the interaction within the team and to the outside world during and after a sprint.
- understand the concept of user stories and apply the method to simple cases.
- understand and describe possibilities for the scaling of Scrum.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Master Programs in the Business & Management field

Process Management with Scrum

Course Code: DLMPREEPMS01

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

Course Description

Within the broad field of project management, Scrum falls into the category of agile methods. As such, Scrum is more of a process management framework than a project management method. In this course the Scrum framework will be described and discussed in detail. The Agile Manifesto will be introduced, and the basic idea of iterative and incremental development will be discussed, leading up to the methodology of Scrum. A thorough review will be done on the different roles within the Scrum team. The terms product backlog, refinement and increment are defined and explained. As core feature of Scrum, the execution of sprints and daily scrums will be detailed. For the practical application of Scrum, the handling of requirements and creation of user stories will be introduced. The student also gets to know the little tools for communication and task-tracking used within development teams. Furthermore, the student will learn when and how a Scrum process should be implemented and what kind of benefits and risks can be expected from it.

Course Outcomes

On successful completion, students will be able to

- understand and explain the contents of the agile manifest.
- understand Scrum as a framework for developing, delivering, and sustaining products in a complex environment.
- describe each of the roles within a Scrum team and explain each item and each step within the Scrum process.
- handle the refinement process of the product backlog and discuss the interaction within the team and to the outside world during and after a sprint.
- understand the concept of user stories and apply the method to simple cases.
- understand and describe possibilities for the scaling of Scrum.

Contents

1. Scrum Origin, Basic Idea and Fields of Application
 - 1.1 The Birth of Scrum – How and Why it All Began
 - 1.2 The Agile Manifesto and a Change in Perspective
 - 1.3 The Approach of Iterative and Incremental Development
 - 1.4 Defining Fields for Scrum and Fields for Not Scrum
2. Scrum Roles

- 2.1 The Development Team
- 2.2 The Product Owner
- 2.3 The Scrum Master
- 2.4 The Customer Involvement
- 2.5 The Organization
3. Product Backlog and Sprint Planning
 - 3.1 Principles of a Product Backlog
 - 3.2 Refinement Process
 - 3.3 Definition of Ready
 - 3.4 Determining Capacity
 - 3.5 Selecting Items and Defining the Sprint Goal
4. Executing the Scrum Process
 - 4.1 The Scrum Process
 - 4.2 Sprint Cycle
 - 4.3 Daily Scrum
 - 4.4 Sprint Review
 - 4.5 Sprint Retrospective
5. Helpful Tools
 - 5.1 Requirements and User Stories
 - 5.2 Planning Poker
 - 5.3 Communication Tools (e. g. Task Board)
 - 5.4 Tracking Tools (e. g. Burn-down Chart)
 - 5.5 Available Software Tools
6. Implementation and Scaling of Scrum
 - 6.1 Implementation of Scrum in a Company
 - 6.2 Chances, Risks, and Limitations of Scrum
 - 6.3 Scrum of Scrums
 - 6.4 The Nexus Framework for Scaling Scrum
 - 6.5 Other Approaches

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

- Highsmith, J. (2002). Agile software development ecosystems. Addison-Wesley Professional.
- Schwaber, K. (2004). Agile project management with Scrum. Microsoft Press.

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Written Assessment: Case Study

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

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

Change Management & Organizational Development

Module Code: DLMCMO1_E

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

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

Module Coordinator

Prof. Dr. Stefanie Rödel (Change Management & Organizational Development)

Contributing Courses to Module

- Change Management & Organizational Development (DLMCMO01_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: DLMCMO01_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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

International Affairs and Diplomacy

Module Code: DLMIRIAD

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	---------------------------------------------------------------

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

- | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> 3.2 Instruments and Methods of Hard Politics 4. Cultural Relations in a Global Context <ul style="list-style-type: none"> 4.1 Cultural Work and Forms of Mediation 4.2 Activities of Public and State Institutions 5. International Lobbyism and Government Relations <ul style="list-style-type: none"> 5.1 Significance and Positions in Modern Democracies 5.2 Operational Fields and Job Profiles 6. Public Affairs and Public Relations <ul style="list-style-type: none"> 6.1 Concepts of Daily Communication 6.2 Concepts of Strategic Communication |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Literature

Compulsory Reading

Further Reading

- | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▪ D'Anieri, P. (2016). <i>International Politics: Power and Purpose in Global Affairs</i>. Cengage Learning; 4th Edition. ▪ Cull, N.J. (2019). <i>Public Diplomacy: Foundations for Global Engagement in the Digital Age</i>. Polity. ▪ Gregory, B. (2024). <i>American Diplomacy's Public Dimension: Practitioners as Change Agents in Foreign Relations</i>. Palgrave Macmillan Series in Global Public Diplomacy. ▪ Owens, J. (2019) (Editor). <i>Public Affairs: Strategies and Management</i>. Clarye International. |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Project: World Politics and Development Cooperation

Module Code: DLMIRPWPDC

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

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

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

Study Format Distance Learning	Course Type Project
------------------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Portfolio

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

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

3. Semester

Health Policy and Planning

Module Code: DLMIHMHPP

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

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

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Written Assessment: Case Study

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

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

Study Format myStudies

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Written Assessment: Case Study

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

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

Healthcare Financing

Module Code: DLMIHMHF

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

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

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Oral Assignment

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

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

Study Format myStudies

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Oral Assignment

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

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

Diversity Management

Module Code: DLMIO PDM

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	---------------------------------------------------------------

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Seminar: Diversity Management

Module Code: DLMSVDM2_E

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	---------------------------------------------------------------

Module Coordinator

Prof. Dr. Karin Halbritter (Seminar: Diversity Management)

Contributing Courses to Module

- Seminar: Diversity Management (DLMSVDM02_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Research Essay

Split Exam

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Seminar: Diversity Management

On successful completion, students will be able to

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

Links to other Modules within the Study Program

All Master Programs in the Human Resources field

Links to other Study Programs of the University

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

Seminar: Diversity Management

Course Code: DLMSVDM02_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format Distance Learning	Course Type Seminar
------------------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Written Assessment: Research Essay

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

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

Management Consulting I

Module Code: MWBC1_E

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	-----------------------------------------------------------

Module Coordinator

Prof. Dr. Andreas Herrmann (Management Consulting I)

Contributing Courses to Module

- Management Consulting I (MWBC01-01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Management Consulting as a Professional Service
- Market Segments and Characteristics
- Typical Reasons and Situations for Consulting Usage
- Consulting Organizations and Business Models
- Consulting Projects and Project Management
- Effective Reasoning
- Effective Communication

Learning Outcomes**Management Consulting I**

On successful completion, students will be able to

- describe the principle importance of management consulting for the economy as a whole and companies representing the supply side of the economy.
- understand what drives demand for consulting services and why consultants are employed.
- explain set-up and business model of consulting firms and how consulting projects are conducted.
- master selected principles of analytical thinking as well as effective communication.

Links to other Modules within the Study Program

All Master Programmes in the Business & Management fields.

Links to other Study Programs of the University

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

Management Consulting I

Course Code: MWBC01-01_E

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

Course Description

Economies can be viewed as self-regulating entities in which innovations give rise to Creative Disruption. This leads to a continuous reconstruction of economies such that new businesses replace old businesses leading to new ways of value creation (Schumpeter, 1934). Economic participants employ management consultants to help them drive and manage this creative disruption and the corresponding change. In doing so, management consultants increase the competitiveness of their clients. The contributions of management consulting at the level of individual companies and the economy as a whole are therefore evident and companies themselves have adopted consulting methods in their standard tool set. Management consultants need a differentiated profile of professional-methodical and personal-social competencies. Professional competencies include a profound knowledge of relevant analytical methods and tools as well as basic and specialized knowledge of business management and strategic management. This is complemented by a profound understanding of markets and social and economic developments. Consultants must be able to plan and implement consulting projects for sustainable corporate value enhancement on the basis of strategic concepts and to monitor their success. Personal and social competencies complement their technical and methodological skills. They enable consultants to understand client expectations, to tailor consulting concepts to individual consulting needs and to actively shape consultant-client relationships in the sense of a value-adding performance partnership. In Management Consulting I, students learn why companies hire consultants and how consulting firms and projects are set-up and managed. In addition, students are exposed to selected fundamental tools of logical reasoning and effective communication that form the basis of the day-to-day work of consultants.

Course Outcomes

On successful completion, students will be able to

- describe the principle importance of management consulting for the economy as a whole and companies representing the supply side of the economy.
- understand what drives demand for consulting services and why consultants are employed.
- explain set-up and business model of consulting firms and how consulting projects are conducted.
- master selected principles of analytical thinking as well as effective communication.

Contents

1. Management Consulting as a Professional Service

- 1.1 Definition and Disambiguation
- 1.2 History of Management Consulting
- 1.3 Megatrends as Drivers for Consulting Services
- 1.4 Description of Market Segments and Major Players
2. Typical Reasons and Situations for Consulting Usage
 - 2.1 Complementing Managerial Resources: Capacity, Skill, and Expertise
 - 2.2 Manifest Crises: Strategy, Profitability, and Liquidity Crises
 - 2.3 Justification and Second Opinion: Workforce, Owners, and General Public
3. Consulting Organizations and Business Models
 - 3.1 Business Models and Organizational Set-ups
 - 3.2 Key Success Factors: Insight-Impact-Trust and Recruiting
 - 3.3 Contractual and Ethical Considerations
4. Consulting Projects and Project Management
 - 4.1 The Consulting Project: Set-up and Execution
 - 4.2 Project Management: How Consultants Get Organized
 - 4.3 Evaluation: Do Good and Talk About It
5. Effective Reasoning
 - 5.1 Encompassing the World: The MECE concept
 - 5.2 The Art of Reasoning: Deduction and Induction
 - 5.3 Finding Interdependencies: Correlation and Causal Relationships
6. Effective Communication
 - 6.1 Graphical Representations of Information
 - 6.2 Principles of Good Slide Design
 - 6.3 The Pyramid Principle and the Elevator Speech

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

- Bono, E. de. (repr 2002, 1982): De Bono's Thinking Course (new edition): Powerful Tools to Transform Your Thinking. rev. and updated ed., BBC Books, London.
- Christensen, C. M./ Wang, D./ van Bever, D. (2013): Consulting on the Cusp of Disruption: Competitive Strategy. Harvard Business Review 91, no. 10: 106-114.
- Minto, B. (2001): The pyramid principle: Present your thinking so clearly that the ideas jump off the page and into the reader's mind. 3rd ed., FT Publishing International, New Jersey.
- Schumpeter, J. A. (1934): The Theory of Economic Development: An Inquiry into Profits, Capital, Credit, Interest, and the Business Cycle. Harvard economic studies: vol. XLVI. Harvard University Press, Cambridge.
- Zelazny, G. (2013). Say it with charts: The executive's guide to visual communication. 4th edition, McGraw-Hill Professional, New York.

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Management Consulting II

Module Code: MWVC2_E

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	---------------------------------------------------------------

Module Coordinator

Prof. Dr. Andreas Herrmann (Management Consulting II)

Contributing Courses to Module

- Management Consulting II (MWBC02-01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Porter's Generic Strategies
- Segmentation and Portfolio Analysis
- Optimizing Operations
- Investment Decisions
- Innovation and Disruption
- Putting Everything into Practice: Case for Self-Study

Learning Outcomes**Management Consulting II**

On successful completion, students will be able to

- understand the generic strategic positionings companies can adopt and how these positionings link to the industry life cycle.
- apply some of the fundamental concepts and tools management consultants use to support clients in adopting either of the principle strategic positionings.
- apply the combined body of knowledge to a complex business problem and derive actionable recommendations for action.

Links to other Modules within the Study Program

All Master Programmes in the Business & Management fields.

Links to other Study Programs of the University

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

Management Consulting II

Course Code: MWBC02-01_E

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

Course Description

Economies can be viewed as self-regulating entities in which innovations give rise to Creative Disruption. This leads to a continuous reconstruction of economies such that new businesses replace old businesses leading to new ways of value creation (Schumpeter, 1934). Economic participants employ management consultants to help them drive and manage this creative disruption and the corresponding change. In doing so, management consultants increase the competitiveness of their clients. The contributions of management consulting at the level of individual companies and the economy as a whole are therefore evident and companies themselves have adopted consulting methods in their standard tool set. Management consultants need a differentiated profile of professional-methodical and personal-social competencies. Professional competencies include a profound knowledge of relevant analytical methods and tools as well as basic and specialized knowledge of business management and strategic management. This is complemented by a profound understanding of markets and social and economic developments. Consultants must be able to plan and implement consulting projects for sustainable corporate value enhancement on the basis of strategic concepts and to monitor their success. Personal and social competencies complement their technical and methodological skills. They enable consultants to understand client expectations, to tailor consulting concepts to individual consulting needs and to actively shape consultant-client relationships in the sense of a value-adding performance partnership. In Management Consulting II, case examples are used to familiarize students with the standard tool set of management consultants to solve typical business problems and make appropriate recommendations for action. At the end of the course, student groups get the chance to apply their combined knowledge to a complex business case and present and discuss their findings during the course tutorial.

Course Outcomes

On successful completion, students will be able to

- understand the generic strategic positionings companies can adopt and how these positionings link to the industry life cycle.
- apply some of the fundamental concepts and tools management consultants use to support clients in adopting either of the principle strategic positionings.
- apply the combined body of knowledge to a complex business problem and derive actionable recommendations for action.

Contents

1. Porter's Generic Strategies
 - 1.1 The Principle Strategic Positionings
 - 1.2 Industry Life Cycle
 - 1.3 The Importance of Economies of Scale and Experience Curve
 - 1.4 Tools for Assessment: SWOT and 5-Forces
2. Segmentation and Portfolio Analysis
 - 2.1 Principles of Segmentation
 - 2.2 The BCG-Matrix and Its Applications
 - 2.3 Other Approaches to Portfolio Analysis
3. Optimizing Operations
 - 3.1 Working Capital Management and the Cash Conversion Cycle
 - 3.2 Complexity Reduction: The Pareto Principle and Its Applications
 - 3.3 De-Bottlenecking: Theory of Constraints
4. Investment Decisions
 - 4.1 Relevant Costs in Decision Making
 - 4.2 Decisions on Marginal Revenue Considerations
 - 4.3 Cashflow Return on Investment
5. Innovation and Disruption
 - 5.1 Blue Ocean Strategies
 - 5.2 10-Types of Innovation
 - 5.3 Decisions under Uncertainty: Scenario Planning
6. Putting Everything into Practice: Case for Self-Study
 - 6.1 Case Description
 - 6.2 Guiding Questions

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

- Goldratt, E. M./ Cox, J. (1993): The goal: A process of ongoing improvement. 2nd rev. ed., Gower, Aldershot.
- Juran, J. M. (1995): Managerial breakthrough: The classic book on improving management performance. Rev. ed., internat. ed., McGraw-Hill, New Jersey.
- Keeley, L. (2013): Ten types of innovation: The discipline of building breakthroughs. John Wiley & Sons, New Jersey.
- Kim, W. C. / Mauborgne, R. (2015): Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. revised and expanded edition, Harvard business School Press, Cambridge.
- Porter, M. E. (1998): Competitive advantage: Creating and sustaining superior performance: with a new introduction. 2nd ed., Free Press, New York

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Artificial Intelligence

Module Code: DLMAIAI

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

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

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 Bachelor 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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

Instructional Methods		
Tutorial Support	Learning Material	Exam Preparation
<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

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Process Management with Scrum

Module Code: DLMPREEPMS1

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	---------------------------------------------------------------

Module Coordinator

Prof. Dr. Nebojsa Radojevic (Process Management with Scrum)

Contributing Courses to Module

- Process Management with Scrum (DLMPREEPMS01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Case Study

Split Exam

Weight of Module

see curriculum

Module Contents

- Scrum Origin, Basic Idea and Fields of Application
- Scrum Roles
- Product Backlog and Sprint Planning
- Executing the Scrum Process
- Helpful Tools
- Implementation and Scaling of Scrum

Learning Outcomes

Process Management with Scrum

On successful completion, students will be able to

- understand and explain the contents of the agile manifest.
- understand Scrum as a framework for developing, delivering, and sustaining products in a complex environment.
- describe each of the roles within a Scrum team and explain each item and each step within the Scrum process.
- handle the refinement process of the product backlog and discuss the interaction within the team and to the outside world during and after a sprint.
- understand the concept of user stories and apply the method to simple cases.
- understand and describe possibilities for the scaling of Scrum.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Master Programs in the Business & Management field

Process Management with Scrum

Course Code: DLMPREEPMS01

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

Course Description

Within the broad field of project management, Scrum falls into the category of agile methods. As such, Scrum is more of a process management framework than a project management method. In this course the Scrum framework will be described and discussed in detail. The Agile Manifesto will be introduced, and the basic idea of iterative and incremental development will be discussed, leading up to the methodology of Scrum. A thorough review will be done on the different roles within the Scrum team. The terms product backlog, refinement and increment are defined and explained. As core feature of Scrum, the execution of sprints and daily scrums will be detailed. For the practical application of Scrum, the handling of requirements and creation of user stories will be introduced. The student also gets to know the little tools for communication and task-tracking used within development teams. Furthermore, the student will learn when and how a Scrum process should be implemented and what kind of benefits and risks can be expected from it.

Course Outcomes

On successful completion, students will be able to

- understand and explain the contents of the agile manifest.
- understand Scrum as a framework for developing, delivering, and sustaining products in a complex environment.
- describe each of the roles within a Scrum team and explain each item and each step within the Scrum process.
- handle the refinement process of the product backlog and discuss the interaction within the team and to the outside world during and after a sprint.
- understand the concept of user stories and apply the method to simple cases.
- understand and describe possibilities for the scaling of Scrum.

Contents

1. Scrum Origin, Basic Idea and Fields of Application
 - 1.1 The Birth of Scrum – How and Why it All Began
 - 1.2 The Agile Manifesto and a Change in Perspective
 - 1.3 The Approach of Iterative and Incremental Development
 - 1.4 Defining Fields for Scrum and Fields for Not Scrum
2. Scrum Roles

- 2.1 The Development Team
- 2.2 The Product Owner
- 2.3 The Scrum Master
- 2.4 The Customer Involvement
- 2.5 The Organization
3. Product Backlog and Sprint Planning
 - 3.1 Principles of a Product Backlog
 - 3.2 Refinement Process
 - 3.3 Definition of Ready
 - 3.4 Determining Capacity
 - 3.5 Selecting Items and Defining the Sprint Goal
4. Executing the Scrum Process
 - 4.1 The Scrum Process
 - 4.2 Sprint Cycle
 - 4.3 Daily Scrum
 - 4.4 Sprint Review
 - 4.5 Sprint Retrospective
5. Helpful Tools
 - 5.1 Requirements and User Stories
 - 5.2 Planning Poker
 - 5.3 Communication Tools (e. g. Task Board)
 - 5.4 Tracking Tools (e. g. Burn-down Chart)
 - 5.5 Available Software Tools
6. Implementation and Scaling of Scrum
 - 6.1 Implementation of Scrum in a Company
 - 6.2 Chances, Risks, and Limitations of Scrum
 - 6.3 Scrum of Scrums
 - 6.4 The Nexus Framework for Scaling Scrum
 - 6.5 Other Approaches

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

- Highsmith, J. (2002). Agile software development ecosystems. Addison-Wesley Professional.
- Schwaber, K. (2004). Agile project management with Scrum. Microsoft Press.

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Written Assessment: Case Study

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

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

International Affairs and Diplomacy

Module Code: DLMIRIAD

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	---------------------------------------------------------------

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

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

Literature

Compulsory Reading

Further Reading

- | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▪ D'Anieri, P. (2016). <i>International Politics: Power and Purpose in Global Affairs</i>. Cengage Learning; 4th Edition. ▪ Cull, N.J. (2019). <i>Public Diplomacy: Foundations for Global Engagement in the Digital Age</i>. Polity. ▪ Gregory, B. (2024). <i>American Diplomacy's Public Dimension: Practitioners as Change Agents in Foreign Relations</i>. Palgrave Macmillan Series in Global Public Diplomacy. ▪ Owens, J. (2019) (Editor). <i>Public Affairs: Strategies and Management</i>. Clarye International. |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Project: World Politics and Development Cooperation

Module Code: DLMIRPWPDC

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

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

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

Study Format Distance Learning	Course Type Project
------------------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Portfolio

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

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

Global Healthcare Markets

Module Code: DLMIHMGHM

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

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

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

International Health Systems

Module Code: DLMIHMIHS

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

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

Module Coordinator

Prof. Dr. Michael Thiede (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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Study Format myStudies

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

New Work

Module Code: DLMWPWNW1_E

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

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

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Oral Assignment

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

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

Seminar: Societal Challenges in Digitalization

Module Code: DLMIHGDG_E

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

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

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: DLMIHGDG01_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

Study Format Distance Learning	Course Type Seminar
------------------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Written Assessment: Research Essay

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

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

Global Supply Chain Management

Module Code: MWCH1_E

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

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

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Study Format myStudies

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Quality Management and Sustainability

Module Code: DLMEMQMS

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

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

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>Module Contents</p> <ul style="list-style-type: none"> ▪ Introduction to quality management ▪ Processes and problem solving ▪ Quality techniques ▪ Standards, auditing, and certification ▪ Total Quality Management (TQM) ▪ Introduction to sustainability in engineering ▪ Sustainability in the business context ▪ Incorporating sustainability in project management 	
<p>Learning Outcomes</p> <p>Quality Management and Sustainability</p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> ▪ 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. 	
<p>Links to other Modules within the Study Program</p> <p>This module is similar to other modules in the field of Quality and Sustainability Management</p>	<p>Links to other Study Programs of the University</p> <p>All Master Programs in the Transport & 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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Study Format myStudies

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Intercultural Management

Module Code: DLMINTIM_E

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

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

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

Instructional Methods		
Tutorial Support	Learning Material	Exam Preparation
<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

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Negotiation

Module Code: DLMNEGE-01

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

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

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

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Oral Assignment

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

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

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Oral Assignment

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

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

Seminar: Supranational Law and Institutions

Module Code: DLMIRSSLI

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	-----------------------------------------------------------

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

Study Format Distance Learning	Course Type Seminar
------------------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Written Assessment: Research Essay

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

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

Seminar: Global Relations and Cooperations

Module Code: DLMIAIRSGRC

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

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

Module Coordinator

Prof. Dr. Annette Strauß (Seminar: Global Relations and Cooperations)

Contributing Courses to Module

- Seminar: Global Relations and Cooperations (DLMIAIRSGRC01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Research Essay

Split Exam

Weight of Module

see curriculum

Module Contents

Students will delve deep into a broad array of up-to-date themes in international relations and international cooperation, paying particular attention to social issues, development cooperative challenges in the context of global politics, and international relations.

Learning Outcomes**Seminar: Global Relations and Cooperations**

On successful completion, students will be able to

- write down important characteristics and connections.
- 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 Public Relations Management

Links to other Study Programs of the University

All Bachelor Programs in the Marketing & Communication field

Seminar: Global Relations and Cooperations

Course Code: DLMIAIRSGRC01

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

Course Description

An essential part of political and economic affairs is the maintenance of relationships as well as the development and continuity of cooperation that goes beyond national and continental borders - especially with a focus on political and social engagement. Penetrating these framework conditions, analyzing circumstances, and contextualizing developments is fundamental to working in these fields. The course deals with current topics from the field of international relations and international cooperation. In particular, social issues and challenges of development cooperation in the context of world politics and international relations are analyzed and reflected upon. Students will explore the global relationships and interdependencies in the fields of politics, law, and economy, including topics, such as the social responsibility of political and economic institutions and the effects of digitization on global relations and cooperations.

Course Outcomes

On successful completion, students will be able to

- write down important characteristics and connections.
- 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 actively engage in the world of global politics, international relations, and international cooperation. Beginning with decoding the current themes and issues in the domain of international relations, the course will continue to explore the depth and breadth of social issues and the development cooperation challenges faced within this sphere. They will be expected to delve into topics independently, utilizing them as a base to strengthen their understanding, analysis, and reflection of global events. Students will be encouraged to apply scientific principles to these topics to prompting them to independently link theory and practice and engage their critical thinking. The course aims to leave students with a strong foundation in understanding and analyzing world politics in its entirety.

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

- Braw, E. (2024). *Goodbye Globalization: The Return of a Divided World*. Yale University Press.
- Brown, G. W. & McLean, I. (2018). *The Concise Oxford Dictionary of Politics and International Relations*. Oxford University Press; 4th Edition.
- O'Neill, S. K. (2022). *The Globalization Myth: Why Regions Matter (Council on Foreign Relations Books)*. Yale University Press.

Study Format Distance Learning

Study Format Distance Learning	Course Type Seminar
------------------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Written Assessment: Research Essay

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

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

Community Management

Module Code: DLMMMCM

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

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

Module Coordinator

Kevin Brenneman (Community Management)

Contributing Courses to Module

- Community Management (DLMMMCM01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Oral Assignment

Split Exam

Weight of Module

see curriculum

Module Contents

- Basics of Community Management
- Types of Communities
- Moderation
- Social Media Governance
- Branded Communities
- Social Media Monitoring

Learning Outcomes**Community Management**

On successful completion, students will be able to

- define the concept of communities and will also be able to name and distinguish types of communities.
- name types of communities and classify them in the social media context.
- understand social media governance.
- understand and evaluate the influence of communities and be able to derive patterns from this.
- understand and optimize the moderation processes.
- deal with and manage conflicts.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Online & Social Media Marketing.

Links to other Study Programs of the University

All Master Programs in the Marketing & Communication field.

Community Management

Course Code: DLMMMCM01

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

Course Description

Communities are built both on and offline, in social networks or on the company's own platforms, and are aimed at both internal and external target groups. Community Management is defined as the process of building and growing the community as well as facilitating the interaction and dialogue between the participating people and the organization. Challenges are posed by non-verbal communication and the reaction to crises and trolls. By building better customer relationships, collaboratively developing new products, and providing support in times of crisis, companies with good community management develop a real competitive advantage.

Course Outcomes

On successful completion, students will be able to

- define the concept of communities and will also be able to name and distinguish types of communities.
- name types of communities and classify them in the social media context.
- understand social media governance.
- understand and evaluate the influence of communities and be able to derive patterns from this.
- understand and optimize the moderation processes.
- deal with and manage conflicts.

Contents

1. Basics of Community Management
 - 1.1 Definiton of a Community
 - 1.2 Definition of Community Management
 - 1.3 The Role of a Community Manager
2. Types of Communities
 - 2.1 Social Media Communities
 - 2.2 On Domain Communities
 - 2.3 Internal vs. External Communities
 - 2.4 Branded Communities
 - 2.5 Support Communities

3. Social Media Governance
 - 3.1 Benefits of Communities
 - 3.2 Benefits of a Social Media and Community Strategy
 - 3.3 Developing a Community Strategy
 - 3.4 Guidelines
4. Digital Communication
 - 4.1 Nonverbal Communication
 - 4.2 Transmitter Receiver Model
5. Moderation
 - 5.1 Empathy
 - 5.2 Emoticons
 - 5.3 Netiquette
 - 5.4 Do's and Don'ts while Moderating Communities
6. Conflict and Crisis Communication
 - 6.1 Definition of a Crisis and Crisis Management
 - 6.2 Social Media Crisis
 - 6.3 Social Media Monitoring
 - 6.4 Conflict and Crisis Communication Strategy
 - 6.5 Reputation Management

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

- Bacon, J. (2019). *People Powered: How Communities Can Supercharge Your Business, Brand, and Teams*. HarperCollins Focus.
- Jones C.M. & Vogl C.H (2020). *Building Brand Communities: How organizations succeed by creating belonging*. Berret-Koehler Publishers, Oakland.
- Kraut, R. & Resnick P. (2011). *Building Successful Online Communities. Evidence-Based Social Design*. The MIT Press, Massachusetts.
- Millington, R. (2012). *Buzzing Communities. How to Build Bigger, Better, and More Active Communities*. Amazon Distributions.
- Millington, R. (2018). *The Indispensable Community. Why some brand communities thrive when others perish*. FeverBee.
- Millington, R. (2021). *Build Your Community: How to turn Customers, Members and Audiences into a Powerful Online Community*. Pearson Business, Harlow.
- Spinks D. (2021). *The Business Of Belonging*. Wiley, New Jersey.
- Staal P. & Wagenaar K. (2020). *Organising communities: Identifying Connecting and Facilitating*. Self Published.

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Oral Assignment

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

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

Business Intelligence I

Module Code: DLMDSEBA1

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

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

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

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Written Assessment: Case Study

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

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

Study Format myStudies

Study Format myStudies	Course Type Theory Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Written Assessment: Case Study

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

Instructional Methods
Tutorial Support <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions

4. Semester

Master Thesis

Module Code: MMTHE

Module Type see curriculum	Admission Requirements none	Study Level MA	CP 30	Student Workload 900 h
--------------------------------------	---------------------------------------	--------------------------	-----------------	----------------------------------

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

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 (90)

Colloquium

- Study Format "Distance Learning": Colloquium (10)
- Study Format "myStudies": Colloquium (10)

Weight of Module

see curriculum

<p>Module Contents</p> <p>Master Thesis</p> <ul style="list-style-type: none"> ▪ Master's thesis <p>Colloquium</p> <ul style="list-style-type: none"> ▪ Colloquium on the Master's thesis 	
<p>Learning Outcomes</p> <p>Master Thesis</p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> ▪ 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. <p>Colloquium</p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> ▪ 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). 	
<p>Links to other Modules within the Study Program</p> <p>This module is similar to other modules in the field(s) of Methods.</p>	<p>Links to other Study Programs of the University</p> <p>All Master Programmes in the Business & Management field(s).</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

Study Format Distance Learning	Course Type Thesis Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Master Thesis

Student Workload					
Self Study 810 h	Contact Hours 0 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 810 h

Instructional Methods
Tutorial Support <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions

Study Format myStudies

Study Format myStudies	Course Type Thesis Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Master Thesis

Student Workload					
Self Study 810 h	Contact Hours 0 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 810 h

Instructional Methods
Tutorial Support <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions

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 edition, Springer Gabler, Wiesbaden.

Study Format Distance Learning

Study Format Distance Learning	Course Type Thesis Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Colloquium

Student Workload					
Self Study 90 h	Contact Hours 0 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 90 h

Instructional Methods	
Tutorial Support <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	Learning Material <input checked="" type="checkbox"/> Slides

Study Format myStudies

Study Format myStudies	Course Type Thesis Course
----------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Colloquium

Student Workload					
Self Study 90 h	Contact Hours 0 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 90 h

Instructional Methods	
Tutorial Support <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	Learning Material <input checked="" type="checkbox"/> Slides

Internship: International Affairs

Module Code: DLMIRIIA

Module Type see curriculum	Admission Requirements none	Study Level MA	CP 20	Student Workload 600 h
--------------------------------------	---------------------------------------	--------------------------	-----------------	----------------------------------

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	-----------------------------------------------------------

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

Study Format Distance Learning	Course Type Practical Project
------------------------------------------	-----------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Internship Reflection Paper (passed / not passed)

Student Workload					
Self Study 0 h	Contact Hours 0 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 600 h	Hours Total 600 h

Instructional Methods
Tutorial Support <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions

Procurement and Contract Design

Module Code: DLMSCMSCOM1_E

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	---------------------------------------------------------------

Module Coordinator

Prof. Dr. Sebastian Stütz (Procurement and Contract Design)

Contributing Courses to Module

- Procurement and Contract Design (DLMSCMSCOM01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Procurement strategy
- Sourcing strategies
- Supplier management
- Supplier selection
- Contract management
- Negotiation

Learning Outcomes**Procurement and Contract Design**

On successful completion, students will be able to

- understand the purpose of the procurement function and its role in the organization.
- deal with both strategic and tactical issues in the management of procurement.
- use tools and techniques to analyze and evaluate suppliers and supply markets.
- develop a procurement strategy, relevant to the supply chain needs of the organization.
- discuss and explain the key principles of legally binding agreements and the lifecycle of a contract.
- demonstrate an understanding of how to manage contracts.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Master Programmes in the Business & Management field

Procurement and Contract Design

Course Code: DLMSCMSCOM01_E

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

Course Description

The course will look into the subject of procurement and supply in the industrial context, explaining its role and purpose within the supply chain. Students will experience how procurement has developed and they will learn the skills and information needed by procurement professionals, the academic theory and knowledge accumulated on the subject area and the use of specific tools and techniques employed in managing the procurement function. Additionally, the course aims to provide students with an understanding how to manage contractual relationships throughout their lifecycle, from negotiation through to contract termination.

Course Outcomes

On successful completion, students will be able to

- understand the purpose of the procurement function and its role in the organization.
- deal with both strategic and tactical issues in the management of procurement.
- use tools and techniques to analyze and evaluate suppliers and supply markets.
- develop a procurement strategy, relevant to the supply chain needs of the organization.
- discuss and explain the key principles of legally binding agreements and the lifecycle of a contract.
- demonstrate an understanding of how to manage contracts.

Contents

1. Introduction: Procurement, Purchasing and Sourcing
 - 1.1 Terminology and Definitions
 - 1.2 The Role of Procurement in the Value Chain
 - 1.3 The Economic Relevance of Procurement
 - 1.4 Sustainable Supply
2. Sourcing Strategies
 - 2.1 Make-or-Buy Decisions
 - 2.2 Strategic Sourcing Options
 - 2.3 Purchasing and Sourcing Portfolio Models
3. Supplier Management
 - 3.1 Supply Market Research and Supplier Identification

- 3.2 Supplier Evaluation and Selection
- 3.3 Supplier Development
- 3.4 Supplier Segmentation
- 3.5 Supplier Relationship Management
4. Operational Procurement and Purchasing
 - 4.1 Purchasing Processes
 - 4.2 Requirements Planning
 - 4.3 Order Placing
 - 4.4 Goods Issued and Goods Receipt
 - 4.5 Invoicing and Payment
 - 4.6 Supplier Performance Tracing
5. Structure and Organization of Procurement
 - 5.1 Responsibilities and Competences
 - 5.2 Purchasing Organization
 - 5.3 Decision Criteria
6. E-Procurement
 - 6.1 Systems and Processes in E-Procurement
 - 6.2 Management and Marketing in E-Procurement
 - 6.3 Implementation of E-Procurement
7. Essentials of Contract Management
 - 7.1 The Relationship Continuum
 - 7.2 What is a Contract?
 - 7.3 Types of Agreements
 - 7.4 Cost and Pricing, Payment and Delivery Terms
 - 7.5 Contract Management and Governance
8. The Contract Management Life Cycle
 - 8.1 Initiative Phase
 - 8.2 Bid Phase
 - 8.3 Develop Phase
 - 8.4 Negotiation Phase
 - 8.5 Manage Phase

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

- Benton, W. C., Jr. (2010). Purchasing and supply chain management (2nd. ed.). McGraw-Hill.
- Johnson, T. E., Howard, M., & Miemczyk, J. (2010). Purchasing and supply chain management. A sustainability perspective (2nd. ed.). Routledge.
- Monczka, R. M., Handfield, R. B., Giunipero, L. C., Patterson, J. L., & Waters, D. (2010). Purchasing and supply chain management. South Western Cengage Learning.

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Exam, 90 Minutes

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

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

Innovation and Strategy in FinTech

Module Code: DLMFAISFT

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

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

Module Coordinator

Prof. Dr. Muhammad Ashfaq (Innovation and Strategy in FinTech)

Contributing Courses to Module

- Innovation and Strategy in FinTech (DLMFAISFT01)

Module Exam Type

Module Exam

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

Split Exam

Weight of Module

see curriculum

Module Contents

- Introduction of Innovation and Strategy in FinTech
- Digital Banks and Business Financing
- Cryptocurrencies and Central Bank Digital Currencies
- Digital Transformation in the Payment Sector
- Green FinTech
- Cyber Security, Data Protection and Regulation

Learning Outcomes**Innovation and Strategy in FinTech**

On successful completion, students will be able to

- develop an in-depth understanding of both theory and practical aspects of innovation in the financial services industry.
- critically understand the FinTech taxonomy and interconnectedness with other disciplines such as finance, technology, management, innovation and economics.
- learn how the new wave of digital banks are making inroads into the traditional financial system and new business models are evolving such as P2P lending.
- explore and evaluate critically the evolution of cryptocurrencies and central bank digital currencies.
- understand how mobile payment apps are changing the landscape of the international payments sector.
- identify and evaluate critically the use of Green FinTech in impact investing, ESG issues and challenges.
- gain a critical overview of issues such as cybersecurity, data protection and developments in FinTech related regulation in various regions.

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

Innovation and Strategy in FinTech

Course Code: DLMFAISFT01

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

Course Description

Technology has shaped businesses tremendously, particularly in the financial services industry in the last two decades. The financial services industry has enjoyed constant evolution from Automated Teller Machines from the 1950s to the use of credit cards, swaps, options, asset-securitization, innovation in risk management and online banking. However, with the unprecedented innovations and development in the area of Financial Technology (FinTech), the financial services industry is at a crossroads as trends such as Internet of Things (IoT), financialization, Artificial Intelligence, blockchain, mobile banking, cloud computing, computer-based trading, machine learning, and cryptocurrencies are shaping the foundations of incumbent business models globally. Business functions like finance, accounting and taxation can no longer operate in isolation and managers working in these areas are increasingly becoming part of business strategies and joining board meetings amid the unprecedented wave of business model innovations. This course provides students a critical understanding of the concepts and theories from varying disciplines including finance, management, technology and economic sociology in an interdisciplinary setting. This course will enrich the understanding of students of how FinTech based start-ups are revolutionizing the financial services industry and changing the way businesses operate in a highly disrupt and increasingly uncertain business environment.

Course Outcomes

On successful completion, students will be able to

- develop an in-depth understanding of both theory and practical aspects of innovation in the financial services industry.
- critically understand the FinTech taxonomy and interconnectedness with other disciplines such as finance, technology, management, innovation and economics.
- learn how the new wave of digital banks are making inroads into the traditional financial system and new business models are evolving such as P2P lending.
- explore and evaluate critically the evolution of cryptocurrencies and central bank digital currencies.
- understand how mobile payment apps are changing the landscape of the international payments sector.
- identify and evaluate critically the use of Green FinTech in impact investing, ESG issues and challenges.
- gain a critical overview of issues such as cybersecurity, data protection and developments in FinTech related regulation in various regions.

Contents

1. Introduction of Innovation and Strategy in Fintech
 - 1.1 History of Innovation in the Financial Services Industry
 - 1.2 Overview of FinTech
 - 1.3 Role of Innovation in Strategy in Business Models
 - 1.4 Innovations in Digital Finance
 - 1.5 Contemporary Issues in Banking Technology
2. Digital Banks and Business Financing
 - 2.1 FinTechs and Traditional Financial Institutions
 - 2.2 Open Banking
 - 2.3 Lending (Crowdfunding, P2P Lending)
 - 2.4 Use of Credit Evaluation Tools
 - 2.5 Machine Learning and AI for Risk Management
 - 2.6 Creativity, Challenges and Innovation in Modern Banks and Investment Companies
3. Cryptocurrencies and Central Bank Digital Currencies
 - 3.1 Overview of Cryptocurrencies
 - 3.2 Current Developments in Central Bank Digital Currencies
 - 3.3 Advantages and Disadvantages of Cryptocurrencies
 - 3.4 Blockchain Use in Payments and Remittances
 - 3.5 Use of Smart Contracts
4. Digital Transformation in the Payment Sector
 - 4.1 The Global Changing Landscape in Payments
 - 4.2 Mobile Payment Apps
 - 4.3 Regulation and Supervision of the Sector
 - 4.4 Example: Klarna
5. Green FinTech
 - 5.1 FinTech and Sustainability
 - 5.2 Use of Green FinTech in Impact Investing
 - 5.3 Current Initiatives in Green FinTech
 - 5.4 Examples
6. Cyber Security, Data Protection and Regulation
 - 6.1 Cybersecurity Threats to Financial Institutions
 - 6.2 Developments in Data Protection

6.3 Ethics and FinTech

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

- Alt, R./Puschmann, T. (2016): Digitisation of the financial industry - the basics of the Fintech evolution. Springer Gabler, Berlin.
- Azar, E./ Haddad, A.N. (2021): Artificial Intelligence in the Gulf: Challenges and Opportunities. Palgrave Macmillan, London.
- Blakstad, S./ Allen, R. (2018): FinTech Revolution: Universal Inclusion in the New Financial Ecosystem. Palgrave Macmillan, London.
- Goldfinch, P. (2019): A Global Guide to FinTech and Future Payment Trends (Innovation and Technology Horizons). Routledge, Oxfordshire.
- Nafis. A./ Nazim Ali, S. (2020): FinTech, Digital Currency and the Future of Islamic Finance: Strategic, Regulatory and Adoption Issues in the Gulf Cooperation Council. Palgrave Macmillan, London

Study Format Distance Learning

Study Format Distance Learning	Course Type Theory Course
------------------------------------------	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: yes
Type of Exam	Written Assessment: Written Assignment

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

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

Seminar: Ethical Reflection in Management

Module Code: DLMNMSERM1_E

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	-----------------------------------------------------------

Module Coordinator

Prof. Dr. Karsten Hurrelmann (Seminar: Ethical Reflection in Management)

Contributing Courses to Module

- Seminar: Ethical Reflection in Management (DLMNMSERM01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Research Essay

Split Exam

Weight of Module

see curriculum

Module Contents

In this course, real-life challenges from business practice of different industries are brought to the attention of the students. With the help of ethical reflection as well as the development of proposed solutions, processes and business models, the overcoming of trade-off thinking between profit and sustainability will be promoted.

Learning Outcomes**Seminar: Ethical Reflection in Management**

On successful completion, students will be able to

- develop an understanding of various ontological approaches and applications to economics.
- apply their knowledge of various ethical theories and approaches to management and current discussions.
- develop approaches to identify, reflect on, and overcome trade-offs.
- build an appropriate analytical framework of reflection for evaluating business challenges.

Links to other Modules within the Study Program

Links to other Study Programs of the University

Seminar: Ethical Reflection in Management

Course Code: DLMNMSERM01_E

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

Course Description

In this course, economic-philosophical and epistemological thinking and action will be applied in a practice-oriented manner. Ethics in the sense of reflecting on one's own possibilities for action should show students new perspectives for problem solving. Current approaches to theories of science and their application in management are discussed and an ethical model of reflection is developed. This should help the students to find their own concrete fields of application and to develop solution strategies. The aim is to overcome the classic trade-off thinking between economic efficiency and ethical demands and thus to promote an integrative mindset in the students thinking and acting.

Course Outcomes

On successful completion, students will be able to

- develop an understanding of various ontological approaches and applications to economics.
- apply their knowledge of various ethical theories and approaches to management and current discussions.
- develop approaches to identify, reflect on, and overcome trade-offs.
- build an appropriate analytical framework of reflection for evaluating business challenges.

Contents

- Current developments in philosophy of science and philosophy: Overview of various ontological approaches and applications to economics.
- Overview of various ethical theories and approaches to management and current discussions thereof.

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

- Glauner, F. (2016): CSR and value cockpits. Measurement and control systems of corporate culture. 2nd edition, Gabler Verlag, Berlin.
- Schneider, A./Schmidpeter, R. (2015): Corporate Social Responsibility. Responsible Corporate Governance in Theory and Practice. 2nd edition, Gabler Verlag, Berlin.
- Von Müller, A. (2020): The self-development of the world. An invitation to rethink time and reality and to deal with complexity differently. 1st edition, Siedler Verlag. München.
- Wieland, J. (2014): Governance Ethics: Global value creation, economic organization and normativity. 1. Auflage, Springer International Publishing, Switzerland.

Study Format Distance Learning

Study Format Distance Learning	Course Type Seminar
------------------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Written Assessment: Research Essay

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

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

Seminar: New Work

Module Code: DLMIOPSNW

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

Semester / Term see curriculum	Duration Minimaldauer: 1 Semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
------------------------------------------	------------------------------------------------	------------------------------------------	---------------------------------------------------------------

Module Coordinator

Anna Hiller (Seminar: New Work)

Contributing Courses to Module

- Seminar: New Work (DLMWPWNW02_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Research Essay

Split Exam

Weight of Module

see curriculum

Module Contents

The course provides students with important background knowledge for the necessity of the new way of working in companies and organizations. It provides knowledge about the possibilities of the new way of working and the methods that go with it. It includes special important topics such as new ways of recruiting employees, their retention and their empowerment. As a special additional point, it addresses the issue of work environments depending on the tasks to be accomplished in each case. A wide range of use cases are included. This gives the students a broad insight to the application fields of "New Work". A current list of topics can be found in the Learning Management System.

Learning Outcomes**Seminar: New Work**

On successful completion, students will be able to

- name selected topics of the "New Work".
- apply concepts covered in the New Work course.
- show the effects of a changed world of work.
- explain the requirements of an operationally reoriented working environment.
- demonstrate the influence and effects of "New Work" through the current development with the help of examples.
- transfer theoretically acquired knowledge to real case studies.
- transfer learned methods and new forms of working together into entrepreneurial practice.
- scientifically explore and work on a selected topic.
- critically question and discuss current problems of the introduction and sustainable anchoring of "New Work".
- develop own problem-solving processes and find possible solutions to the challenges of "New Work" with the help of the concepts taught and to apply the methods of "New Work" in doing so.

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

Seminar: New Work

Course Code: DLMWPWNW02_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 issues of redesigning the nature of corporate and organizational collaboration. It addresses the need for the required changes as well as the new forms of collaboration, attracting, retaining and motivating employees. In addition, students explore new ways of working and the design of work environments for different ways of working. The course explores specific issues of "New Work". It sheds light on the approach to introducing the concept. The course is complemented by additional articles and case studies of medium-sized and large companies that have already successfully introduced new ways of working. This course also raises awareness of the "do's and don'ts" regarding the successful introduction. 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.

Course Outcomes

On successful completion, students will be able to

- name selected topics of the "New Work".
- apply concepts covered in the New Work course.
- show the effects of a changed world of work.
- explain the requirements of an operationally reoriented working environment.
- demonstrate the influence and effects of "New Work" through the current development with the help of examples.
- transfer theoretically acquired knowledge to real case studies.
- transfer learned methods and new forms of working together into entrepreneurial practice.
- scientifically explore and work on a selected topic.
- critically question and discuss current problems of the introduction and sustainable anchoring of "New Work".
- develop own problem-solving processes and find possible solutions to the challenges of "New Work" with the help of the concepts taught and to apply the methods of "New Work" in doing so.

Contents

- In a new business world, the principles of "command and obedience" of employees are just as obsolete as rigid hierarchies, single offices and fixed working hours and forms. Currently, new forms of work organization, collaboration, corporate culture and workplace architecture are emerging as a result of the digitalization of entire industries and sectors driven by the

start-up economy. In addition, more and more people are asking about the meaning of their work and living time; they want all actors in companies and organizations to cooperate on an equal footing. The course deals with current and future significant aspects of "New Work" with regard to new forms of work organization and working methods.

Literature

Compulsory Reading

Further Reading

- Helmold, M. (2021). *New Work, Transformational and Virtual Leadership - Lessons from COVID-19 and Other Crises*, Springer International Publishing, Cham.
- Hurst, A. (2016): *The Purpose Economy*. Elevate Publishing, Boise.
- Gee, J. (2018). *The New Work Order*, Taylor & Francis, New York.
- Laloux, F. (2014). *Reinventing Organizations*, Nelson Parker, Brussels.

Study Format Distance Learning

Study Format Distance Learning	Course Type Seminar
------------------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Written Assessment: Research Essay

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

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