Module Manual

Management M.Sc.

Master of Science

(Version 03)

Faculty of Management, Economics and Society

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Abbreviations:

CP	credit points
ECTS	European Credit Transfer System

Introduction

The “Management” (M.Sc.) master’s degree program is offered in two variants: full-time, with a standard duration of four semesters, and part-time, with a standard duration of six semesters. In both cases, the program is accredited with 120 ECTS credits. It includes compulsory modules worth 43 ECTS, consisting of four foundational modules at the beginning and the master’s thesis towards the end. Furthermore, there is an extensive elective component comprising 55 ECTS.

The course plan recommends completing the “Advanced Theories of Management” module at the beginning of the course. This module serves as a common scientific orientation. The “Leadership Transformation” module should also be completed at the beginning of the course. It serves to promote a special perspective that the master programs at the Faculty of Business, Economics and Society promotes. In the first year of study, two compulsory modules in advanced quantitative and qualitative methods should also be completed.

The middle of the program is characterized by modules in the elective and compulsory elective areas. The electives are organized into five distinct module groups: Strategic Management, Organizational Management, Leadership Transformation, Family Business, and Methods Electives.

By choosing the modules in the elective area, students not only set their own priorities on certain topics, but also find out whether they are more interested in the practice-oriented or the research-oriented track. In the practice track, they will do the Practice Project module and place less emphasis on research methods electives. In the research track they will complete the Research project module as well as some Methods Electives.

The Master’s thesis in the last part of the course and involves working on a scientific question, regardless of whether the focus is on practice or science. Students develop and work on their own topic, supported by their supervisor.

The Studium Fundamentale as an elective area with 12 ECTS is completed in parallel throughout the course.

February 2025

Univ.-Prof. Dr. Guido Möllering
Study programme responsibility

Model curricula

Full-time course plan

Study semester	Module no.	Title of module/*field*	ECTS
1 *st* semester	MM-PLT-2501	Perspectives on Leadership & Transformation	5
	MM-PTM-2501	Advanced Theories of Management	5
	MM-PMe-2501	Advanced Quantitative Methods	5
		Elective modules or studium fundamentale	15
	subtotal		**30**
2 *nd* semester	MM-PMe-2502	Advanced Qualitative Methods	5
		Elective modules or studium fundamentale	25
	subtotal		**30**
3 *rd* semester		*Project Module (compulsory elective)*	10
		Elective modules or studium fundamentale	20
	subtotal		**30**
4 *th* semester	MM-PMT-2501	Master's Thesis Management	23
		Elective modules and studium fundamentale	7
	subtotal		**30**
total			**120**

Part-time course plan

Study semester	Module no.	Title of module/*field*	ECTS
1 *st* semester	MM-PLT-2501	Perspectives on Leadership & Transformation	5
	MM-PTM-2501	Advanced Theories of Management	5
	MM-PMe-2501	Advanced Quantitative Methods	5
		Elective modules or studium fundamentale	5
	subtotal		**20**
2 *nd* semester	MM-PMe-2502	Advanced Qualitative Methods	5
		Elective modules or studium fundamentale	15
	subtotal		**20**
3 *rd* semester		*Elective modules or studium fundamentale*	17
	subtotal		**17**
4 *th* semester		*Elective modules or studium fundamentale*	20
	subtotal		**20**
5 *th* semester		*Project Module (compulsory elective)*	10
		Elective modules or studium fundamentale	10
	subtotal		**20**
6 *th* semester	MM-PMT-2501	Master's Thesis Management	23
	subtotal		**23**
total			**120**

Compulsory Modules

Theories of Management

MM-PTM-2501	Advanced Theories of Management	
Module supervisor/s:	Prof. Dr. Hendrik Wilhelm	
Credits: **Workload:**	5 contact hours: 30 h	self study: 120 h
In semester:	1. Semester/*1 st semester*	
Frequency:	☒ winter term	☐ summer term

Short description

Managers rely on implicit theories to guide their day-to-day decision-making, for example, on how to implement a sustainability program. Because these theories often result from personal experiences, they draw on limited and biased data. To provide you with a systematic foundation on how to address problems in management, this seminar introduces you to major classic and contemporary management theories covering a broad spectrum of organizational phenomena. To achieve this goal, the seminar blends conceptual input, student presentations on case studies showcasing the application of each theory, and cutting-edge research advancing theories of management.

Courses (module elements)

Seminar

Methodic implementation

Seminar (readings, discussion); Team case study presentation

Admission requirements

Successful participation in the modules:

- Independent Study in Management (MM-WF-2501)

Learning objectives, competences

Upon completion of this module, students will be able to:

- describe the theoretical foundations of management, explain why there are several competing theories of management, distinguish between a range of approaches and their contributions to understanding management issues,
- evaluate which approaches are appropriate for making sense of different management issues, draw on appropriate analytical tools to describe, evaluate and address management challenges, anticipate and manage areas of potential conflict in organizations based on theoretical insights,
- show how organizations interact with society and how they link people within and between them, act competently as managers, take a critical stance towards simplistic management recipes and management fashions,
- discuss clearly and competently with experts in management theory, communicate management issues to colleagues and business partners, facilitate management processes related to organizational structure, culture, design and development, mobilize different perspectives on management issues.

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Portfolio examination: Team case study presentation (30% final grade), 24h Term Paper (70% final grade)

Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs

Learning material, literature

– Casciaro, T., Lobo, M. S., Wilhelm, H., Wittland, M. (2022). The Way We Make Each Other Feel: Relational Affect and Joint Task Performance. Academy of Management Discoveries, 8(1): 15–35.

Leadership & Transformation

MM-PLT-2501	Perspectives on Leadership & Transformation
Module supervisor/s:	Prof. Dr. Guido Möllering, Prof. Dr. Joachim Zweynert
Credits: Workload:	5 contact hours: 30 h self study: 120 h
In semester:	1. Semester/*1 st semester*
Frequency:	☒ winter term ☐ summer term

Short description

The terms "Leadership" and "Transformation" are used in a variety of academic and practical contexts, with various specific meanings, from micro to macro levels of analysis, denoting complex processes and practices, and commonly characterized as crucial for addressing the grand challenges of our time.
This interdisciplinary module gives an overview of various perspectives on "Leadership and Transformation", introducing state-of-the-art research on each concept as well as on their interplay. The module is compulsory for Management and PPE students and co-taught by intructors from different departments, thus creating opportunities for the multi-perspective learning approach that the two master programs are designed to foster.
Broadly, "Leadership" has been studied, for example, in the context of teams, organizations, parties, movements, governments and social networks. "Transformation" has been a notion applied to fundamental changes from inividuals to whole societies and global systems as well as technological infrastructure. It is a core aim of this module to identify the shared meaning of various perspectives on leadership and transformation, whilst also developing a sensitivity for specific meanings. Another core aim of this module is to investigate how leadership and transformation are interrelated.

Courses (module elements)

Seminar

Methodic implementation

Seminar with three parts and input from (1) multidisciplinary instructors, (2) experienced practitioners and (3) students' own reasearch on a real-life case. Readings, in-class discussions, group work, short presentations, guest lectures, possible excursions.

Admission requirements

none

Learning objectives, competences

Having completed this module, students will be able to articulate the shared meaning as well as context-specific meanings of the terms "Leadership" and "Transformation". They appreciate and are able to explain how inter- and multidisciplinary research enhances the overall understanding of these terms ad their interplay. They will have demonstrated an ability to develop their own questions and answers in relation to real-life examples. They have enhanced their skills in working in teams, contributing to a learing community where different perspectives are seen as valuable and where critical thinking enhances the applicability of new insights in practice.

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Term Paper (20 pages)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS

Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	– Compulsory module in Management M.Sc. – Compulsory module in Philosophy, Politics and Economics M.A. Passing is required for participation in the modules: Digital Transformation in Business; Institutions and Institutional Change; Leadership in Organizations; Leading Organizational Culture Change; The Political Economy of Global Transformations; Transformation in Practice: The Ruhr Area

Learning material, literature

For example:

– Dugan, J.P. (2024) Leadership Theory: Cultivating Critical Perspectives, 2nd Edition, Jossey-Bass
– Letmathe, P. et al. (2024) Transformation Towards Sustainability: A Novel Interdisciplinary Framework from RWTH Aachen University, Springer

Advanced Methods - Compulsory

MM-PMe-2501 *Research track*	Advanced Quantitative Methods	
Module supervisor/s:	Prof. Dr. Lukas Stötzer	
Credits: **Workload:**	5 contact hours: 30 h	self study: 120 h
In semester:	1. Semester/*1 st semester*	
Frequency:	☒ winter term	☐ summer term

Short description

The course teaches students statistics for practical data analysis. There is one lecture in statistics and one in data analysis, which are accompanied by exercises and tutorials. In the statistics lecture, students are given an overview of important introductory concepts and statistical procedures, from data collection, descriptive statistics, probability theory, inferential statistics, estimation, hypothesis testing, to bivariate and multivariate regression analysis. The data analysis lecture illustrates in a practical way how these methods can be implemented in R. – Students learn data management, descriptive statistics, probability theory, random variables and their distributions, estimation and test hypotheses, visualization – implementing simple and multiple regression methods in R – interpreting results and performing analysis.

Courses (module elements)

Seminar (with an optional tutorial)

Methodic implementation

Seminar-based teaching with integrated exercise unit and R software exercises in the data analysis lecture.

Admission requirements

Successful participation in the modules:

- Independent Study in Management (MM-WF-2501)

Learning objectives, competences

The main objectives of this course are to develop sound critical judgment about quantitative studies in the social sciences, interpret quantitative analyses in published work, understand key methods of statistical analysis and apply them to answer social science research questions. To this end, students learn the necessary skills to carry out data analyses with R.

Extending and Consolidating Knowledge: Students are able to describe problems in the social and economic sciences, describe and model problems. They are familiar with the basic methods of descriptive statistics, probability theory, inferential statistics and regression analysis and are able to select appropriate methods. Students are able to apply central procedures of data analysis. They are able to understand analyses carried out by other researchers and interpret their results. At the same time, students learn an introduction to the programming language R.

Instrumental Competences: Students are able to formalize real-world problems into research questions and answer them using statistical methods.

Systemic Competences: Students can use descriptive, inferential and regression analysis to assess problems in the social and economic sciences.

Communicative Competences: Students are able to independently analyze collected data and process and communicate the results to a broad audience. In particular, they can check the validity of analyses that have already been carried out and the results presented and question them discursively.

Precondition for award of credits	
Active participation in the seminar and passing the exam.	
Exam form:	Portfolio examination: Written exam (60 min) and four case studies to be submitted during the semester
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	– Compulsory module in Philosophy, Politics and Economics M.A. – Compulsory module in Management M.Sc.

Learning material, literature

Statistics – Anderson D. R., Sweeney D. J., Williams T. A., Camm J. D., Cochran J. J., Fry M. J. and Ohlmann J. W., (2020), Statistics for Business and Economics, 14 th ed., Cengage Learning, Inc.

– Olt L. and Longnecker M., (2015), An introduction to Statistical methods and Data Analysis", 5th ed. Duxbury Press, Pacific Grove.

– Newbold P., Carlson W. L, Thorne B., (2013), Statistics for Business and economics, 8th ed., Pearson Education Limited.

Fundamentals of probability theory and statistics:

– Bain, L.J., Engelhardt, M. (1992): Introduction to Probability and Statistics, Duxbury Press, Pacific Grove.

– Montgomery, D.C. and Runger, G.C. (2007): Applied Statistics and Probability for Engineers, 4th ed., Wiley, New York

Fundamentals of R:

– Dalgaard, P. (2008): Introductory Statistics with R, 2nd edition Springer, New York

MM-PMe-2502 *Research track*	**Advanced Qualitative Methods**	
Module supervisor/s:	Vice Dean for Student Affairs	
Credits: **Workload:**	5 contact hours: 30 h	self study: 120 h
In semester:	2. Semester/*2 nd semester*	
Frequency:	☐ winter term	☒ summer term

Short description

In this module, you will take on the role of an independent researcher, formulating and investigating your own research question using qualitative research methods. You will apply a variety of comprehensive qualitative techniques to conduct an in-depth analysis of your chosen topic. Your findings will be presented through both an oral presentation and a research paper. The seminars will provide step-by-step guidance through different qualitative methodologies and data collecting methods, ensuring that you are equipped to design, develop, and refine your own qualitative research study.

Courses (module elements)

Seminar (with an optional tutorial)

Methodic implementation

Interactive seminars with discussions, lectures, and group work

Admission requirements

Successful participation in the modules:

- Independent Study in Management (MM-WF-2501)

Learning objectives, competences

By the end of the module, you will have conducted a comprehensive qualitative research study on a topic of your choice. Throughout the course, you will gain the following competences: Developing a Qualitative Study Design: You will learn to formulate a sound research question and develop a qualitative study design that supports the research question, while identifying the most appropriate qualitative research approach to address your research question.
Collecting and Analyzing Qualitative Data: You will acquire skills in using qualitative research instruments and methods to gather data and will develop the ability to analyze your findings systematically, leading to well-founded conclusions.
Presenting Research and Reporting Results: You will gain expertise in presenting your research design and effectively communicating the outcomes of your data analysis through comprehensive reporting.

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Portfolio examination:Term Paper (15 pages) and individual presentation (15 minutes)	
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS	
Teaching language:	☐ German	☒ English

Use of the module in other programs & curricular integration:	– Compulsory module in Philosophy, Politics and Economics (M.A.) – Compulsory module in Management (M.Sc.)

Learning material, literature

Savin-Baden, M., & Major, C. H. (2013). Qualitative Research: The essential guide to theory and practice. Routledge

In addition, a comprehensive e-reader is provided at the beginning of the course.

Master's Thesis

MM-PMT-2501	Master's Thesis Management
Module supervisor/s:	Vice Dean for Student Affairs
Credits: **Workload:**	23 contact hours: 0 h self study: 690 h
In semester:	4. Semester/*4 th semester* (Full-time course plan) 6. Semester/*6 th semester* (Part-time course plan)
Frequency:	☐ winter term ☒ summer term

Short description

The Master's thesis is evidence that students are able to tackle a research related project within limited time on their own. Students choose a research question within the realm of business, economics or related research areas and are able to demonstrate its relevance. Students use their previously acquired knowledge to design the project, conceptualise their own empiric research and carry out the research. They use adequate methods to acquire and analyze data. Students are able to reflect and scrutinize their results and to derive implications for research and practice. They are able to explore and develop topics formerly unknown to them and to make an independent contribution to the field.

Courses (module elements)

No course

Methodic implementation

Individual supervision and mentoring

Admission requirements

Required level of ECTS points acquired (according to study regulations)

Learning objectives, competences

Extending and Consolidating Knowledge: Students have acquired in-depth Knowledge of the state of the art of research within the chosen topic. They know how to relate this research Knowledge to the specific research question at hand.
Instrumental Competences: Students are able to derive a fitting research strategy and empirical method in relation to the research question and the state of current research within the specific field. They are able to gather research data through adequate means. They are able to analyze and derive meaning from data.
Systemic Competences: Students have developed an advanced understanding of the scientific and societal relevance of their own research and research in general. They are able to evaluate and judge the reliability and validity of practical and theoretical research in their field. They are able to apply the principles of research to problems within their professional practice.
Communicative Competences: Students are able to explain and defend their research results to practitioners and researchers alike. They have developed the skills to present complex and novel Knowledge according to the principles of good research practices.

Precondition for award of credits

The master's thesis must be graded at least sufficient. The oral defense (oral examination) is not graded, but must be passed.

Exam form:	Independent written work (Master's thesis) and oral defence (oral examination). The scope, number of pages and completion time are specified in the programme regulations.

Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☒ German ☒ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs

Learning material, literature

Huff, A. S. (2008). Designing research for publication. Sage.

Compulsory Elective Modules

Project Module

MM-WPP-2501	Practice Project in Management
Module supervisor/s:	Prof. Dr. Sabine Bohnet-Joschko
Credits: Workload:	10 contact hours: 30 h self study: 270 h
In semester:	3. Semester/*3rd semester* (Full-time course plan) 5. Semester/*5th semester* (Part-time course plan)
Frequency:	☒ winter term ☐ summer term

Short description

The focus of this Practice Module are individual practice projects organized by students themselves at a private or public employer in Germany or abroad. The completion of a practice project is the prerequisite for participation in a workshop that addresses social and personal skills development as well as career prospects. As part of the workshop, students present and reflect on their experiences against the background of their studies and also comment on the experiences of their fellow students.
In their reports, students reflect on their practical experience against the background of the theories and concepts learned during their studies and vice versa. In addition to reflecting on specialist knowledge and methods, the technological and social conditions of the project phase as well as personal development potential with regard to later professional activity are also reflected upon. 240 hours must be completed within the project. A further 30 hours are set aside for the preparation of the reflection report.

Courses (module elements)

Self-organized practice project Workshop (240h)

Methodic implementation

Colloquium, group work, discussions.

Admission requirements

Successful completion of the compulsory modules.

Learning objectives, competences

By passing this module, students are able to reflect on theories and models in the light of their practical experience and vice versa.
Students are able to assess their learning experiences, to give and receive feedback for individual and group performance, to question and scrutinize learnings critically and self-critically.
Students are trained to link specialist knowledge and methods with professional practical experience. They can independently assess connections between theory and practice and focus on personal growth.

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Report (approx 10-20 pages)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs

Learning material, literature

Ungureanu, P., Bertolotti, F., From Gaps to Tangles: A Relational Framework for the Future of the Theory-Practice Debate. Futures 2020, doi: 10.1016/j.futures.2020.102532

Other information

If the module consists of an internship in the respective semester, 240 hours of internship must be completed in the respective company, NGO or similar. 16 hours of contact time are planned for the seminar. 44 hours of self-study are planned for the preparation of the internship report (20 pages).

MM-WPP-2502 *Research track*	Research Project Management
Module supervisor/s:	Prof. Dr. Thomas Clauß
Credits: Workload:	10 contact hours: 60 h self study: 240 h
In semester:	3. Semester/*3 rd semester* (Full-time course plan) 5. Semester/*5 th semester* (Part-time course plan)
Frequency:	☒ winter term ☐ summer term

Short description

Geared toward those who consider pursue a PhD, this module enables students to develop the foundational competencies needed for conducting rigorous research projects across diverse topics.Students will work on a ongoing research project. It provides an immersive introduction to the full cycle of academic research, from conceptualizing a research question to interpreting findings and presenting conclusions. Emphasizing both methodological rigor and critical thinking, the course allows students to design and execute their own research projects within a structured framework that encourages exploration, creativity, and scholarly depth.Throughout the semester, students are challenged to refine their research questions, select appropriate methodologies, and engage critically with data, fostering a research approach that is both systematic and reflective. The module also emphasizes the importance of academic discourse, equipping students with the skills to effectively communicate their findings in written and oral formats.Designed for flexibility, the Research Project module accommodates diverse topics and research designs, empowering students to tailor their projects according to their specific academic interests or practical applications in relevant fields.This module comprises seminars and individual consultations. Throughout the semester, students engage in critical discussions, project planning sessions, and data analysis workshops, receiving guidance tailored to their research topics.Elements include:

- Research Problem identification and formulation
- Research design and method selection
- Qualitative and quantitative methods
- Literature stream identification and review

Courses (module elements)

Seminar

Methodic implementation

The module uses a combination of lectures, interactive group discussions, and independent research activities. Students will actively participate in formulating research questions, designing study methodologies, interpreting data and communicating their findings. Structured feedback sessions support the iterative improvement of each research phase, while periodic group presentations provide peer learning opportunities.

Admission requirements

none

Learning objectives, competences

After completing this course, students:

- formulate research questions and independently conduct the entire research process, from data collection to analysis and interpretation.
- select and apply suitable research methods to address complex research questions effectively.
- utilize analytical tools proficiently and critically evaluate empirical findings.
- structure and present research findings in well-organized, academically rigorous written formats

Work effectively both independently and collaboratively, demonstrating preparedness for the academic and collaborative demands of a PhD program.

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Portfolio examination: Term paper (20 pages) and presentation
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs

Learning material, literature

Core readings will be provided, with additional literature recommended based on each student's research focus.

Studium fundamentale

MM-STU-2501	Studium fundamentale (Master)	
Module supervisor/s:	Prof. Dr. Claus Volkenandt	
Credits: Workload:	12 contact hours: 60 h	self study: 300 h
In semester:	each semester	
Frequency:	☒ winter term	☒ summer term

Short description

The Studium fundamentale programme is structurally multi-perspective and transdisciplinary. Each semester, you can choose from a portfolio of courses on various areas of expertise and topics. The courses usually take place on a Thursday and are attended by students from all programmes at Witten/Herdecke University. Each semester, you can choose from a portfolio of courses on the following topics: self and personal development, Reflection Space Science, Art as a Resource and Critical Contemporaneity. The Studium fundamentale offers you exemplary insights into various forms of theory, practices and possibilities of experience in varying degrees of proximity and distance to your own subject. Stimulating personal development (personality development) is a cross-cutting objective of the Studium fundamentale.

Courses (module elements)

As part of the Studium fundamentale, seminars and other event formats from various subject areas are offered in different subject areas, for example for the acquisition of reflective, artistic, communicative and other competences. The range of events is organised each semester by the WittenLab. Zukunftslabor Studium fundamentale in collaboration with the faculties. The pool of lecturers includes all lecturers and all lecturers at the UW/H. The current courses can be found at https://meine-uwh.de/seminare and in the UWE campus management system.

Methodic implementation

Depending on the content of the seminar, different methods are used (e.g. case study, group discussions, excursions, digital formats, blended learning, etc.)

Admission requirements

none

Learning objectives, competences

The interdisciplinary Studium fundamentale offers you, together with students from all disciplines represented at the university (approx. 50 courses per semester) to reflect on ways of thinking in your own subject and to familiarise yourself with ways of thinking in other academic disciplines as well as forms of artistic practice. In the Studium fundamentale, you can improve your ability to reflect, communicate and organise, develop artistic, political and social commitment, practise changing perspectives, make contacts and experience personal and professional stimuli to further develop your academic and personal profile across disciplinary boundaries.

Precondition for award of credits

Only applicable to PPE students: Only courses that are predominantly taught in English can be included in the PPE master program. Exceptions are courses in language-independent fields. Active participation in the modules and passing the exam (however, the exam is not graded).

Exam form:	All forms of examination provided for in the study and examination regulations: The number of examinations depends on the courses you have chosen. The courses are each credited with two, three or four CP (according to the corresponding workload). There is one examination per course. This means that you can take between three and six examinations.
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☒ German ☒ English
Use of the module in other programs & curricular integration:	Students of all Master's degree programs at UW/H can participate in the Stufu seminars.

Learning material, literature

Depending on the event.

Other information

The courses can be viewed at https://meine-uwh.de/seminare.

Elective Modules

Module group “Strategic Management”

MM-WSM-2501	International Management
Module supervisor/s:	Prof. Dr. Hendrik Wilhelm
Credits: Workload:	5 contact hours: 30 h self study: 120 h
In semester:	2. Semester/*2 nd semester* (Full-time course plan) 4. Semester/*4 th semester* (Part-time course plan)
Frequency:	☐ winter term ☒ summer term

Short description

International Management concerns the opportunities and challenges arising from doing business across borders. This seminar provides an introduction to theories and concepts of international managementfor example, options for organizing and managing international operations with a focus on real-world examples and case studies. In doing so, it raises awareness for the diversity that characterizes an international competitive environment. It also builds intuition about the nature of existing and newly emerging threats and opportunities that define business success and how to compete effectively in international markets.

Courses (module elements)

Seminar

Methodic implementation

Seminar (readings, discussion); Team case study presentation

Admission requirements

none

Learning objectives, competences

Upon completion of this module, students will be able to:

- describe key concepts, drivers and implications of international management, explain the opportunities and threats of international business, distinguish between different forms and modes of international management,
- assess which management approaches are appropriate to different circumstances, draw on appropriate analytical tools to address management challenges, and anticipate areas of potential conflict in international operations,
- appreciate the embedded and networked nature of international strategy, understand their own role as managers in the globalized economy, and take a critical stance towards the activities of multinational firms around the world,
- discuss clearly and competently with experts in international management, communicate international management issues to colleagues and business partners, and demonstrate intercultural awareness in interactions with others.

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Portfolio Presentation: Group presentation (30 % final grade), individual assignment (70% final grade)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS

Teaching language:	☐ German	☒ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs	

Learning material, literature

Deresky, H. & Miller, St. (2023): International Management: Managing Across Borders and Cultures, Text and Cases, 10th Edition, Harlow: Pearson.

MM-WSM-2502	Strategic Brand Management
Module supervisor/s:	Prof. Dr. Michael Steiner
Credits: Workload:	5 contact hours: 30 h self study: 120 h
In semester:	2. Semester/*2 nd semester* (Full-time course plan) 4. Semester/*4 th semester* (Part-time course plan)
Frequency:	☐ winter term ☒ summer term

Short description

Consumers meet more brands and more messages every day than they can possibly process. That is the condition under which brands have to be built today. Attention is scarce, most communication is ignored, and yet brands remain among the most valuable assets many companies own.

Why this matters Consider what companies pay when they acquire one another. A large share of the purchase price regularly goes to assets that cannot be touched, and the brand is usually the largest single asset among them. In consumer goods, in luxury, in food and beverages, the brand is often worth more than the factories that produce the goods.

The reason lies in what brands do that no other asset achieves. They reduce the risk a customer perceives before buying, they cut the effort of searching and comparing, and they signal belonging or status. This holds in consumer markets and, contrary to a persistent assumption, in B2B markets as well, where buying decisions carry professional risk and a supplier’s name absorbs part of it. For the company, a strong brand supports higher prices, improves access to distribution, and makes communication work harder for the same budget. Above all it opens doors into new categories and markets, which is why brands are treated as platforms for growth.

What the module covers Foundations. What a brand is, what can be branded, and why some brands survive for a century while others disappear. The effects of brands from the consumer side, including halo effects, and from the company side, including the effect on the marketing mix and on firm value.

Brands and artificial intelligence. More and more purchase decisions start with a question put to an AI assistant, which changes what brand visibility means: a brand that is not among the recommendations is not seen at all. We look at what this means for brand management, and at how AI is now used to create brand elements.

Brand equity. The core concept. We work with customer-based brand equity and consider its elements: awareness (its breadth and depth), brand image (associations such as brand personality).

Managing brands. Identity-based brand management as the guiding framework, funnel approaches for diagnosing where a brand loses customers, and positioning as the central decision. Participants learn to read the state of a brand from data and to derive the right response: reinforcement when the position holds, repositioning when it does not.

Brand elements. Names and logos as design decisions with criteria, not matters of taste. Services receive separate attention, because a brand without a physical product has to be made tangible in other ways.

Brand portfolios. House of brands, branded house and family branding strategies, brands at different hierarchy levels, and corporate brands, which follow a different logic because their audiences extend well beyond customers.

Growth through brands. Most new products launched are brand extensions, which makes this the commercially most consequential part of the module. Types and directions of extensions, what drives their success, and the feedback effects that run back to the parent brand, along with brand alliances, co-branding and ingredient branding.

Measuring brand performance. Interbrand, BrandZ and Brand Finance publish brand values every year, and

their figures differ substantially for the same brands. We examine why, work through short-term and long-term approaches, and ask which of these numbers a manager can actually act on.
Who this is for Brand decisions are leadership decisions. They are made rarely, they are expensive to reverse, and they cut across the whole company. A repositioning touches product development, pricing, sales and communication at once. An architecture decision shapes how the company is organised for years. An extension that damages the parent brand costs far more than the failed product itself.
The module is aimed at participants preparing for roles where such decisions are made or prepared: brand management in consumer goods and, increasingly, in industrial and service firms; consulting and agency work, where positioning and architecture are among the most common client questions; general management, where brands are an asset to be defended, valued and grown; and new product development, where extension risks are a daily concern. The decisive skill in all of these is not creativity but judgement, and the ability to argue for a brand decision in front of people who will ask what it costs and what it returns.

Courses (module elements)

Seminar

Methodic implementation

Lecture (30h), self study (120h)

Admission requirements

none

Learning objectives, competences

By passing this module, students will be able to:Knowledge and understanding

- explain the concept of customer-based brand equity and characterise its dimensions, and describe the branding strategies and brand architectures available to a company. (Verständnis)

Instrumental competences

- assess the current state of a brand on the basis of empirical data and identify where and why it loses customers. (Analyse)
- develop a positioning for a brand and design brand elements that differentiate it from competitors. (Anwendung / Synthese)
- analyse brand extension decisions with regard to their prospects of success and the feedback effects on the parent brand, and derive measures to support them. (Analyse / Anwendung)

Systemic competences

- evaluate branding strategies and brand architectures against a given competitive environment and recommend a course of action, justifying it in terms of its effect on brand value and long-term revenue. (Beurteilung / Synthese)
- assess the approaches used to measure brand equity, judge their applicability to a given purpose, and state which results a manager can act on and which not. (Beurteilung)

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Written Exam (120 min.)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English

Use of the module in other programs & curricular integration:	No module applicability in other study programs
Incorporation of practice:	The module is built on company examples. Every concept is discussed based on real brands, and short cases that confront participants with decisions that companies actually had to make: repositioning a brand that lost its place, judging an extension, choosing an architecture after a merger. Participants are asked to take a position and defend it.
Implementation of the Principles of Responsible Management Education:	Customers trust brands without checking whether the promise holds. That trust is what makes a brand valuable, and it can be exploited – for instance when a company transfers the trust earned in one category to a very different product. Brands also promise belonging and status, and the module discusses how far companies should go in using this.

Learning material, literature

Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity(5th ed., Global ed.). Pearson Education.
The lecture is mainly based on research papers (see lecture slides)

MM-WSM-2503	Strategic Corporate Social Responsibility	
Module supervisor/s:	Prof. Dr. Guido Möllering	
Credits: **Workload:**	5 contact hours: 30 h	self study: 120 h
In semester:	3. Semester/*3 rd semester*	
Frequency:	☒ winter term	☐ summer term

Short description

Corporate Social Responsibility (CSR) has become a broad subject encompassing a range of topics from ownership, profit, stakeholder relationships and accountability, to sustainability and the general role of business in society. The seminar reviews the origins of the CSR debate, its theoretical underpinnings, driving forces, implicit tensions, various practical manifestations and, in particular, its strategic implications. Special attention is given to the question of how CSR becomes ‘strategic’ in the first place and how businesses collaborate with stakeholders in various forms of partnerships and initatives. Students work on case studies that illustrate and expand their understanding of CSR-shaped strategies as a matter of sustainable value creation within organizations and organizational networks and fields.

Courses (module elements)

Seminar

Methodic implementation

Contact hours 30h in seminar and preparatory meetings, in-class discussions, guest lectures, group work; Self-study 45h for preparation of readings and exercises; Guided individual term paper project 75h.

Admission requirements

none

Learning objectives, competences

Having completed this module

- students will be able to describe key concepts, drivers and implications of CSR, explain the link between CSR and sustainable strategic management, and distinguish among a range of forms and modes of implementing CSR.
- students will be able to assess which CSR approaches are suited for different conditions, draw on appropriate analytical tools for handling CSR, and anticipate areas of potential collaboration as well as conflict around CSR and sustainability.
- students will be able to assess the societal embeddedness of strategic management, act upon their own social responsibility as managers, and take a critical stance on firms’ current CSR policies.
- students will be able to discuss clearly and competently with CSR experts, communicate CSR issues to colleagues and business partners, and demonstrate CSR awareness in interaction with others.

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Term Paper (20 pages)	
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS	
Teaching language:	☐ German	☒ English

Use of the module in other programs & curricular integration:	– Elective module in Philosophy, Politics and Economics (M.A.) – Elective module in Management (M.Sc.)

Learning material, literature

– Chandler, D. (2022) Strategic Corporate Social Responsibility: Sustainable Value Creation, 6th Edition. London: Sage.
– Rasche, A. Morsing, M., & Moon, J. (Eds.) (2017) Corporate Social Responsibility: Strategy, Communication, Governance. Cambridge: Cambridge University Press.

Module group “Organizational Management”

MM-WIM-2501	Innovation Management
Module supervisor/s:	Prof. Dr. Sabine Bohnet-Joschko
Credits: Workload:	5 contact hours: 30 h self study: 120 h
In semester:	3. Semester/*3 rd semester* (Full-time course plan) 5. Semester/*5 th semester* (Part-time course plan)
Frequency:	☒ winter term ☐ summer term

Short description

In a dynamic competitive environment, the ability to innovate becomes a core competency for companies. This course introduces theories and practices of innovation management and demonstrates how management functions ranging from strategy, planning, and organization to leadership, evaluation, and controlling can be specifically designed to foster innovation.

Courses (module elements)

Seminar

Methodic implementation

Mini-lectures, case studies, group work, discussions

Admission requirements

none

Learning objectives, competences

By passing this module, students will be able to identify and analyse fundamental decisions in innovation management:
They can evaluate strategies of innovation management in a differentiated manner,
They will be able to develop and present their own proposals for designing innovation strategies and processes,
They are capable of debating various methods for protecting innovation and applying criteria to select appropriate protection strategies,
The students are able to argue and substantiate the role of innovation for development, change and sustainable growth of companies.

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Portfolio examination: Presentation and term paper (15 pages)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs

Learning material, literature

– Christensen, Clayton M., The Innovator’s Dilemma: When New Technologies Cause Great Firms to Fail. Boston, MA 1997.

MM-WIM-2502	Business Model Innovation: Theory and Practical Application
Module supervisor/s:	Prof. Dr. Thomas Clauß
Credits: Workload:	5 contact hours: 30 h self study: 120 h
In semester:	1. Semester/*1 st semester* (Full-time course plan) 3. Semester/*3 rd semester* (Part-time course plan)
Frequency:	☒ winter term ☐ summer term

Short description

In today’s rapidly changing business landscape, established companies must continually adapt their business models to remain competitive. Critical changes in incumbent fi rms with high value and interest, such as digital transformation and sustainability, involve business model innovation. This course off ers a comprehensive exploration of business model innovation tailored specifi cally to incumbent fi rms seeking those transformations. This course adopts a holistic perspective that leverages management theory and hands-on group work to provide students with knowledge about the concept and its sub-dimensions. It further bridges the connections between business models and strategy, equipping students with the critical tools and frameworks to analyze, refi ne, and innovate business models. Through real cases in collaborative group work, students will develop actionable insights into addressing organizational challenges, managing change, and driving innovation in business models.

Courses (module elements)

Seminar

Methodic implementation

Team case study presentations The course is divided into a theoretical part through seminars and a practical part involving student participation based on the business model canvas and analogies. It off ers hands-on experience in identifying, evaluating, and proposing solutions to business model innovation and selling ideas through fi nal presentations in a pitch format.

Admission requirements

none

Learning objectives, competences

Extending and Consolidating Knowledge: The students will be able to understand and refl ect on the business model concept, distinguish it from strategy, and evaluate and manage the sub-dimensions of business models.

Instrumental Competences: The students will be able to deploy adequate management approaches and tools to evaluate companies‘ business models and to propose solutions by developing business model innovations.

Systemic Competences: The students will be able to assess organizational changes’ impacts, challenges, and benefi ts through a strategic lens and recognize the meaning of cultures and dominant paradigms within organizations.

Communicative Competences: The students will be able to discuss and represent the business model, present and defend changes in the business models, and how to sell their ideas.

Precondition for award of credits	
Active participation in the seminar and passing the exam.	
Exam form:	Term Paper (20 pages)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs

Learning material, literature

Only basic readings are outlined here. Additional literature will be provided in class. Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons.

Afuah, A. (2014). Business model innovation: concepts, analysis, and cases. Routledge.

Foss, N. J., & Saebi, T. (2017). Fifteen years of research on business model innovation: how far have we come, and where should we go? Journal of Management, 43(1), 200-227.

MM-WIM-2503	Ethical Issues in Organizations
Module supervisor/s:	Prof. Dr. Guido Möllering
Credits: Workload:	5 contact hours: 30 h self study: 120 h
In semester:	2. Semester/*2 nd semester* (Full-time course plan) 4. Semester/*4 th semester* (Part-time course plan)
Frequency:	☐ winter term ☒ summer term

Short description

Complementing the study of business ethics and corporate responsibility at large, this module focuses on ethical issues occurring within organizations and emphasizes the students’ own ethical awareness and personal development. Ethical issues are conceptualized at different interconnected levels: individual, interpersonal, group, organization and society. We cover ethical aspects of decision making, communication, leadership, organizational culture and stakeholder relatonships. Students learn how to identify and deal with ethical challenges in organizations. They work on a term paper project tracing a real-life ethical issue in an organization and develop their moral standpoint as well as ethical management skills.

Courses (module elements)

Seminar

Methodic implementation

Contact hours 30h in seminar and preparatory meetings, in-class discussions, guest lectures, group work; Self-study 45h for preparation of readings and exercises; Guided term paper project 75h with individual and group work.

Admission requirements

none

Learning objectives, competences

Having completed this module

- students will be able to describe the foundations of key ethical issues in organizations, explain why ethics is about dealing with dilemmas, and distinguish among a range of forms and modes of evaluating ethics in organizational contexts
- students will be able to assess which approaches are suited for addressing different ethical issues in organizations, draw on appropriate analytical tools for describing and evaluating ethical issues in organizations, anticipate and handle areas of potential conflict in organization which stem from ethical dilemmas
- students will be able to assess ethics within organizations in the light of larger societal ethics as well as personal development of the individual, act upon their own responsibility as promoters of ethical behavior in organizations, take a critical stance on firms’ current practices relating to organizational ethics
- students will be able to discuss clearly and competently with experts on organizational ethics, communicate issues around organizational ethics to colleagues and business partners, facilitate processes of dealing with ethical issues occurring in organizations, express their own moral standpoint.

Precondition for award of credits	
Active participation in the seminar and passing the exam.	
Exam form:	Term Paper (20 pages)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	– Elective module in Philosophy, Politics and Economics M.A. – Elective module in Management M.Sc.
Learning material, literature	
Johnson, C.E. (2025): Organizational Ethics: A Practical Approach (6th ed.) London: Sage.	

MM-WIM-2504	Krisenmanagement, Restrukturierung und Sanierung	
Module supervisor/s:	Prof. Dr. Tom A. Rüsen	
Credits: **Workload:**	5 contact hours: 30 h	self study: 120 h
In semester:	1. Semester/*1 st semester*	
Frequency:	☒ winter term	☐ summer term

Short description

In der Veranstaltung werden die wesentlichen Schritte zur Restrukturierung und Sanierung von Familienunternehmen vorgestellt und an einem Fallbeispiel unter "krisenhaften“ in Kleingruppen erprobt.

Courses (module elements)

Seminar

Methodic implementation

Seminar, Fallstudienübung

Admission requirements

Keine

Learning objectives, competences

Nach erfolgreichem Abschluss dieses Kurses werden die Studierenden

- grundlegende Kenntnisse über Restrukturierungs- und Reorganisationsprozesse in Familienunternehmen erwerben
- Entwicklung und Anwendung von Restrukturierungskonzepten in Krisenszenarien durch Fallstudien und Gruppenarbeit
- verbessern ihre Team- und Kommunikationsfähigkeiten, während sie von Branchenexperten aus der Beratung und aus Familienunternehmen lernen

Precondition for award of credits

Teilnahme am obligatorischen Vorbesprechungstermin und Blockseminar; Bearbeitung der Fallstudie und anschließende Präsentation im Plenum.

Exam form:	Mündliche Prüfung (ca. 20 min)	
Weight of grade for final grade:	Entsprechend der Rahmenprüfungsordnung anteilig nach ECTS-Punkten	
Teaching language:	☒ German	☐ English
Use of the module in other programs & curricular integration:	Keine Anwendbarkeit des Moduls in anderen Studiengängen.	

Learning material, literature

– Kraus, K.-J., Knecht, T. C. (2011): Vorgehen und Methodik bei Restrukturierungs- und Sanierungssituationen.

– In: Rüsen, T. A.: (Hrsg.) Familienunternehmen erfolgreich sanieren, S. 167 – 206.

– Berlin: Erich Schmid VerlagReeh, D. (2011): Forderungen und Anforderungen an die Fremdkapitalgeber bei einer Sanierung; In: Rüsen, T. A.: (Hrsg.) Familienunternehmen erfolgreich sanieren, S. 210 – 225.– Berlin: Erich Schmid VerlagRüsen, T. A. (2011): Familienunternehmen in überlebenskritischen Situationen.In: Rüsen, T. A.: (Hrsg.) Familienunternehmen erfolgreich sanieren, S. 63 – 101. Berlin: Erich Schmid VerlagRüsen, T. A. (2011): Einblicke in die Betriebswirtschaftliche Krisenforschung.– In: Rüsen, T. A.: (Hrsg.) Familienunternehmen erfolgreich sanieren, S. 103 – 122. Berlin: Erich Schmid VerlagRüsen, T. A. (2011): Paralleles Krisenmanagement in Unternehmen und Familie.– In: Rüsen, T. A.: (Hrsg.) Familienunternehmen erfolgreich sanieren, S. 209 – 226.– Berlin: Erich Schmid VerlagSchlippe, A. v. (2011): Besonderheiten von Familienunternehmen und Unternehmerfamilien.In: Rüsen, T. A.: (Hrsg.) Familienunternehmen erfolgreich sanieren, S. 19 – 42. Berlin: Erich Schmid Verlag

Module group “Leadership & Transformation”

MM-WLT-2501	Leading Organizational Culture Change
Module supervisor/s:	Prof. Dr. Hendrik Wilhelm
Credits: Workload:	5 contact hours: 30 h self study: 120 h
In semester:	2. Semester/*2 nd semester* (Full-time course plan) 4. Semester/*4 th semester* (Part-time course plan)
Frequency:	☐ winter term ☒ summer term

Short description

Leaders of organizations seeking operative or strategic transformation such as the introduction of artificial intelligence or the implementation of DEI initiatives will face challenges related to organizational culture and change management. In this seminar we will uncover what makes these two phenomena so important, interconnected and troublesome for managers. We will critically evaluate the notion of organizational culture and its implications for management. To do so, we uncover mechanisms of culture emergence and transmission and explore how researchers capture organizational culture. Building on these insights, we connect culture to organizational change. We will discuss different approaches in change management, and critically discuss managers push towards cultural change.

Courses (module elements)

Seminar

Methodic implementation

This is a seminar combines seminar sessions (30 hrs), independant reading (90 hrs), and the team-based preparation and presentation of a business case study (30 hrs).

Admission requirements

Successful participation in the modules:

- Perspectives on Leadership & Transformation (MM-PLT-2501)

Learning objectives, competences

Upon completion of this course, students will be able to:

- describe key concepts of organizational culture and change management,
- explain how organizational culture emerges, and how it shapes behavior,
- explain leaders’ impact on organizational culture,
- distinguish among a range of forms and modes of implementing organizational change,
- evaluate current AI-based technology to capture organizational culture,
- critically assess business cases related to organizational culture and change,
- present, moderate, and defend a business case analysis using theory,
- anticipate common problems in organizational change when culture is affected,
- Communicate competently with culture and change experts

Precondition for award of credits	
Active participation in the seminar and passing the exam.	
Exam form:	Portfolio examination: Group presentation (60 minutes) and term paper.
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	– Elective module in Philosophy, Politics and Economics (M.A.) – Elective module in Management (M.Sc.)

Learning material, literature

– Schein, E. & Schein, P. (2017): Organizational Culture and Leadership, 5th edition, Hoboken: Wiley.
– Burnes, B. (2017): Managing Change, 7th edition, Harlow: Pearson.

MM-WLT-2502	Digital Transformation in Business	
Module supervisor/s:	Prof. Dr. Thomas Clauß	
Credits: **Workload:**	5 contact hours: 30 h	self study: 120 h
In semester:	3. Semester/*3rd semester*	
Frequency:	☒ winter term	☐ summer term

Short description

Digital transformation is an important task for many incumbent firms nowadays. New technologies such as blockchain, AI, additive manufacturing etc. provide new opportunities but also challenge traditional business concepts. Digitalization efforts align technological and managerial perspectives in order to be successfully implemented. Therefore, using a mix of managerial theory and case analysis, this course will study how the deployment of information technology and digitalization tools change interactions and processes within organizations, across organizations and within industries.

Courses (module elements)

Seminar

Methodic implementation

Group discussion, Case presentation, Professional guest lectures
This course is designed to be interactive. Therefore, students are required to participate actively through discussions and presentations. There will also be guest lectures given by highly experienced industry leaders at the frontiers of disruptive technologies in Germany and Europe.

Admission requirements

Successful participation in the modules:

- Perspectives on Leadership & Transformation (MM-PLT-2501)

Learning objectives, competences

After taking this course students should be able to do the following:

- define the basic elements and parameters of digitalization and digital transformation,
- understand the main characteristics of digital products, technologies, and innovation
- evaluate the likely impact of future digital innovations on firms and industries
- identify the different types of digital technologies and digital innovations and assess their impact on businesses
- realize how digitalization may affect the competitive environment, the business model disruption, and the business ecosystem
- evaluate the business value of digital platforms
- formulate and execute digital strategies
- identify capabilities and resources needed for digital strategy making and implementation
- the case analyses will equip students with competences to engage in both technological and managerial problem solving. The technological perspective of the analysis requires students to understand digitalization architectures, or the problems highlighted in the case. The managerial perspective of the analysis will also aid students to analyze the business value and managerial impact of digitalization, and to address the change management issues that arise in implementing any digital transformation initiative.

The case analysis in the group and the presentation format where students take the role of lecturers will enable a deep reflection of the course content together with the ability to effectively communicate and argue this knowledge to others.

Precondition for award of credits	
Active participation in the seminar and passing the exam.	
Exam form:	Portfolio examination: Presentation (20 min.) and Term paper (20 pages)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	– Elective module in Philosophy, Politics and Economics (M.A.) – Elective module in Management (M.Sc.)

Learning material, literature

– Wilhelm, H., Maurer, I., & Ebers, M. (2022). (When) are Dynamic Capabilities Routine? A Mixed-Methods Configurational Analysis. Journal of Management Studies, 59(6): 1531–1562.

MM-WLT-2503	Leadership in Organizations
Module supervisor/s:	Prof. Dr. Guido Möllering
Credits: Workload:	5 contact hours: 30 h self study: 120 h
In semester:	3. Semester/*3rd semester* (Full-time course plan) 5. Semester/*5th semester* (Part-time course plan)
Frequency:	☒ winter term ☐ summer term

Short description

This module examines state-of-the art leadership concepts and issues in organizational contexts. While classic approaches to leadership are briefly revisited (e.g. trait, behavioural, situational), the emphasis is on more recent developments and current debates in this field (e.g. authentic, transformational, servant, shared, virutal). From a research perspective, different theories and concepts of leadership help to understand how leadership emerges, what role followers play, and what individual and social factors influence leadership. From a practical perspective, the latest insights from leadership research will be applied to relevant topics such as creativity, change, conflict, crisis, culture, ethics, emotions or work-life balance.

Courses (module elements)

Seminar

Methodic implementation

Contact hours 30h in seminar and preparatory meetings, in-class discussions, guest lectures, student presentations; Self-study 75h for preparation of readings and exercises; Preparation of individual presentation and reflective handout 45h.

Admission requirements

Successful participation in the modules:

- Perspectives on Leadership & Transformation (MM-PLT-2501)

Learning objectives, competences

Having completed this module, students have gained knowledge and gotten acquainted with concepts and theories of leadership development and factors influencing leadership. They are able to apply and communicate concepts to explain leadership development. Students will have learned to relate theories of leadership to their own experiences to get insight how these are useful for understanding daily issues around leadership. Students demonstrate analytical skills to identify existing deficits and formulate implications based on existing leadership theories. Students have academic, evidence-based knowledge and understanding of theories and models for leadership. Students can represent and defend their view on leadership development in an interdisciplinary way to address specialists and non-specialists. On the basis of theory, students are able to formulate hypotheses for leadership development. Students are also able to diagnose and evaluate potential risk factors of leadership and formulate well-founded implications accordingly to manage those risks.

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Portfolio examination: Presentation of a state-of-the art article with facilitation of group discussion/exercise, 60 minutes (50%), Reflective handout, approx. 10 pages (50%).

Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	– Elective module in Philosophy, Politics and Economics (M.A.) – Elective module in Management (M.Sc.)

Learning material, literature

Mostly articles from the Academy of Management Annals such as: Fischer, T. & Sitkin, S. (2022). Leadership Styles: A Comprehensive Assessment and Way Forward. Academy of Management Annals 17 (1) 331-372.

MM-WLT-2504	Transformation in Practice: The Ruhr Area
Module supervisor/s:	Prof. Dr. Joachim Zweynert
Credits: **Workload:**	5 contact hours: 30 h self study: 120 h
In semester:	3. Semester/*3 rd semester*
Frequency:	☒ winter term ☐ summer term

Short description

The Ruhr region, where the UW/H is located, has a history rich in social transformations. At present, this region, which is still home to much heavy industry, can be described as a laboratory of green transformation. The seminar takes advantage of this fact and explores the challenge of green transformation using the example of the Ruhr area. Regular seminar with a reduced number of weekly sessions but with an extended level of self-study, empirical work (e.g. field work in the form of conducting interviews) and direct contact time with the instructors.

Courses (module elements)

Seminar

Methodic implementation

Mix of theoretical input and field work, e.g. in the form of excursions to the focal points of green transformation (e.g. Duisburg or Essen); extendend degree of independent study and interaction with the instructor.

Admission requirements

Successful participation in the modules:

- Perspectives on Leadership & Transformation (MM-PLT-2501)

Learning objectives, competences

Students learn how to apply their knowledge of transformation processes (especially green transition) to the current challenges in the region in which the UW/H is located. They deepen their knowledge in the field of applied qualitative research, practise conducting interviews and learn to communicate with practitioners. They learn to deal with possible mismatches between theory and practice and understand how fieldwork can also enrich the theoretical understanding of problems.

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Term Paper (20 pages)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	– Elective module in Philosophy, Politics and Economics (M.A.) – Elective module in Management (M.Sc.)

MM-WLT-2505	The Political Economy of Global Transformations	
Module supervisor/s:	Prof. Dr. Joscha Wullweber	
Credits: Workload:	5 contact hours: 30 h	self study: 120 h
In semester:	2. Semester/*2 nd semester*	
Frequency:	☐ winter term	☒ summer term

Short description

A sustainable and just transformation of the economy and society presents an enormous challenge. In the seminar we analyse the political, economic and structural barriers to sustainable and just transformations. We scrutinize different interest groups and interest politics as well as possible socio-ecological transformation scenarios. We also ask about the relationship between growth, sustainability and well-being, as there is a tension between solutions that aim to stimulate sustainable growth but risk generating further environmental damage – even if the proximate source of growth is emission reduction or environmental improvement. The poorest parts of society are usually hit hardest by structural reforms. We therefore discuss possible socially balanced reforms of the economic system that promote and create the conditions for achieving of long-term environmental sustainability.
Portfolio examination: 1. Presentation (30%): Each week some students will present the topic of the session (max. 20min presentation, including visual presentation based on programmes such as Power Point or PREZI). The presentation should be based on more than just the texts in the reader. This means that students will have to consult additional literature and clarify unclear terms. At the end of the presentation, students should prepare some questions for class discussion. 2. Short presentation (20%): Prepare a short presentation (max. 10 minutes, including visuals) on either a major global challenge (e.g. energy transition, biodiversity loss, soil degradation, deforestation, climate change, etc.) or an approach to sustainable transformation (e.g. green bonds, green investment, etc.). The challenge/approach should be your own choice (with the support of the lecturer). 3. Term paper (50%): You will be required to write a term paper on a topic of your choice (with the support of the lecturer) but related to the course content.

Courses (module elements)

Seminar

Methodic implementation

Interactive small group seminar

Admission requirements

Successful participation in the modules:

- Perspectives on Leadership & Transformation (MM-PLT-2501)

Learning objectives, competences

After completion, students should

- better understand the relationship between green investment, economic growth and environmental degradation;
- have gained a basic knowledge of the social, political and economic challenges related to sustainable transformation
- understand the advantages and disadvantages of different policy approaches that could lead to sustainable transformation

- have gained an understanding of the different actors and conflicting interests in the field
- be familiar with different socio-economic and political-economic theories
- be able to conduct interdisciplinary research

Precondition for award of credits	
Active participation in the seminar and passing the exam.	
Exam form:	Portfolio examination: Presentation (30%), Short presentation (20%) and Term paper (50%):
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	– Elective module in Philosophy, Politics and Economics (M.A.) – Elective module in Management (M.Sc.)
Learning material, literature	
Literature recommendations will be given in the course.	

MM-WLT-2506	Institutions and Institutional Change
Module supervisor/s:	Prof. Dr. Joachim Zweynert
Credits: Workload:	5 contact hours: 30 h self study: 120 h
In semester:	2. Semester/*2 nd semester* (Full-time course plan) 4. Semester/*4 th semester* (Part-time course plan)
Frequency:	☐ winter term ☒ summer term

Short description

Why are some societies rich while others are not? This is one of the central questions economists have been trying to answer over the last 250 years. In the social sciences, there is now a consensus that institutions, the “humanly devised constraints that structure political, economic, and social interaction” (D.C. North), have a major impact on the prosperity and poverty of nations. The course seeks to identify the channels via which institutions influence growth, development, and political stability. In accordance with the interdisciplinary nature of the PPE program, a special focus is on the possible synergies between institutionalist approaches in economics and the other social sciences.

- Significance of the institutional approach for economic performance of societies,
- Interdependence of economic, political and legal institutions,
- Correlation between formal and informal institutions,
- Problems with the diffusion and transfer of institutions in the global economy.

Courses (module elements)

Seminar

Methodic implementation

First, the course covers the main themes of the subject. The sessions begin with a brief introduction of the topics by the course instructor. Subsequently, one or two students will lead a discussion on the basis of questions they have prepared. The tutorial unit focuses on selected readings in the form of interactive discussions.

Admission requirements

Successful participation in the modules:

- Perspectives on Leadership & Transformation (MM-PLT-2501)

Learning objectives, competences

Participants develop an understanding of the relevance of institutions including political and legal regulations to economic processes of growth and development, and the ability to autonomously analyse the complex interplay between political, legal, and economic constraints as well as between formal and informal institutions.

Students learn to apply the institutionalist framework to a wide array of prob-lems related to growth, development and transformation of societies. They learn to categorize these problems, collect relevant data and on this basis they discuss possible solutions.

By applying theories to specific countries or regions (often the ones students come from) and discussing the problems that occur in the course of application, students learn how to adapt theories to specific contexts.

This course specifically contributes to intercultural Competences, as students typically apply institutionalist theories to their native countries, which naturally leads to an exchange over the specific cultural traits of

these societies and how they affect the economic and political order but also social interaction. This way, students also learn to more systematically describe cultural differences and to compare societies.

Precondition for award of credits	
Active participation in the seminar and passing the exam.	
Exam form:	Term Paper (20 pages)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	– Elective module in Philosophy, Politics and Economics (M.A.) – Elective module in Management (M.Sc.)
Other information	
The module can also be used for the module group ‘The PPE of Development’ (this only applies to PPE students)	

Module group “Family Business”

MM-WFB-2501	Transformation in Familienunternehmen
Module supervisor/s:	Prof. Dr. Thomas Clauß
Credits: **Workload:**	5 contact hours: 30 h self study: 120 h
In semester:	2. Semester/*2 nd semester* (Full-time course plan) 4. Semester/*4 th semester* (Part-time course plan)
Frequency:	☐ winter term ☒ summer term

Short description

Transformation ist wahrscheinlich die zentrale Anforderung unserer Zeit. In einer stetig volatiler werdenden Umgebung sind Unternehmen gezwungen sich ständig zu transformieren – sei es durch die Adaption innovativer Technologien, die Umgestaltung von Geschäftsmodellen oder die Anpassung an nachhaltigere Klimaziele. In diesem Kurs greifen wir diese hochrelevante Thematik auf und arbeiten im engen Kontakt mit einem Familienunternehmen als Praxispartner zusammen, um dessen aktuelle Transformationsherausforderung zu begleiten. Aus dem engen Austausch mit dem Praxispartner ergeben sich für Studierende besonders wertvolle Einblicke und Learnings über die echten Transformationsherausforderungen der Unternehmenswelt.

Courses (module elements)

Seminar

Methodic implementation

Dieser Kurs wird in einem seminarischen Stil geführt, in dem es viel um den Austausch zwischen Studierenden, Dozierenden und Vertretern des Praxispartners geht. Die Studierenden erarbeiten in Gruppen unter Anleitung ein eigenes Lösungskonzept für die Transformationsherausforderung des Praxispartners.

Admission requirements

none

Learning objectives, competences

Studierende, die dieses Modul bestehen, erwerben die Kompetenz,

- die Elemente und Herausforderungen einer Unternehmenstransformation zu identifizieren,
- Transformationsprojekte und -probleme zu analysieren und zu strukturieren,
- die Besonderheiten von Familienunternehmen in diesem Kontext zu verstehen und zu berücksichtigen,
- geeignete Lösungsansätze für Transformationsherausforderungen zu entwickeln.

Precondition for award of credits

Halten einer Abschlusspräsentation, schriftliche Ausarbeitung

Exam form:	30-minütige Gruppenpräsentation im Kurs, Dokumentation des Projekts (circa 10 Seiten pro Gruppenmitglied)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☒ German ☐ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs

Incorporation of practice:	Dieser Kurs hat eine außergewöhnlich hohe Anbindung an die Praxis, da der Kurs in enger Zusammenarbeit mit einem Familienunternehmen durchgeführt wird.
Implementation of the Principles of Responsible Management Education:	Die Transformation von Familienunternehmen ist ein dynamischer und oft sehr herausfordernder Prozess, der neben den wirtschaftlichen auch soziale und ethische Fragestellungen aufwirft. PRME bietet eine hervorragende Grundlage, um verantwortungsbewusstes Management, nachhaltige Unternehmensführung und ethisches Handeln in diesem Kontext zu fördern.

MM-WFB-2502	Rechtliche Grundlagen der Nachfolge in Familienunternehmen	
Module supervisor/s:	Prof. Dr. Christoph Schreiber	
Credits: **Workload:**	5 contact hours: 30 h	self study: 120 h
In semester:	3. Semester/*3 rd semester*	
Frequency:	☒ winter term	☐ summer term

Short description

Generationsübergreifende Beteiligungen an Unternehmen erfordern eine Auseinandersetzung mit der Nachfolgefrage. Eine möglichst reibungslose und wirtschaftlich sinnvolle Gestaltung der Nachfolge setzt zwingend Kenntnisse der juristischen Rahmenbedingungen voraus. Diese werden im Rahmen der Vorlesung Erbrecht und Unternehmensnachfolge im Überblick vermittelt. Neben den erbrechtlichen Grundlagen liegt ein Schwerpunkt auf den Besonderheiten, welche die Nachfolge in (Familien-) Unternehmen mit sich bringt. Auch die Querbezüge zum Erbschaftsteuerrecht sind Gegenstand der Veranstaltung.

Courses (module elements)

Seminar

Methodic implementation

Seminar

Admission requirements

none

Learning objectives, competences

Die Studierenden erhalten Einblicke in die zivil- und steuerrechtlichen Aspekte der Nachfolge. Neben den Grundprinzipien lernen sie spezifische Fragen kennen, welche durch die Unternehmensnachfolge ausgelöst werden können.
Instrumentale Kompetenzen: Das juristische Problembewusstsein wird verbessert. Die Studierenden werden in die Lösung praktischer Fälle einbezogen, wodurch sie die Fähigkeit erwerben, abstraktes Wissen in die Praxis umzusetzen.
Systemische Kompetenzen: Gestärkt werden die Fähigkeit zum logischen Denken, die Beurteilungsfähigkeit und die Vornahme von Abwägungsprozessen, um juristisch komplexe Sachverhalte einordnen zu können.
Kommunikative Kompetenzen: Die Studierenden werden mit der speziellen Terminologie des Erbrechts vertraut gemacht. Rhetorische Verbesserungen erfolgen im Rahmen der Vorlesung durch Einbeziehung in die Lösung praktischer Fälle.

Precondition for award of credits

Bestehen der Prüfung

Exam form:	schriftliche Prüfung (60 min)	
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS	
Teaching language:	☒ German	☐ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs	

Incorporation of practice:	Das Seminar orientiert sich an einer realen Fallstudie eines Unternehmers.

Learning material, literature

See UWE / moodle

Other information

Für die Lehrveranstaltung wird eine Textausgabe des BGB benötigt.

MM-WFB-2503	Family Governance und Familienstrategieentwicklung
Module supervisor/s:	Univ.-Prof. Dr. phil. Heiko Kleve
Credits: Workload:	5 contact hours: 30 h self study: 120 h
In semester:	2. Semester/*2 nd semester* (Part-time course plan) 4. Semester/*4 th semester* (Full-time course plan)
Frequency:	☐ winter term ☒ summer term

Short description

Familienunternehmen haben ein bestimmendes Merkmal, nämlich die Familie als Kontext des Eigentums und der Führung. Während in Familien gemeinhin das Leben von Generation zu Generation weitergegeben wird, erweitern Unternehmerfamilien diese Weitergabe um das Unternehmenseigentum und gegebenenfalls um die Unternehmensführung. Dieses Prinzip wird transgenerationale Intention genannt. Es geht also um eine zukunftsorientierte bzw. "enkelfähige“ Unternehmensverantwortung, die mit Familienunternehmen in der Regel angestrebt wird. In dem Modul wird zunächst dieses Basismerkmal von Familienunternehmen betrachtet. Davon ausgehend werden die damit einhergehenden Herausforderungen für Unternehmerfamilien untersucht. Diese gehen oft mit widersprüchlichen Erwartungen an die Familienmitgieder einher, die aus ihren unterschiedlichen familien-, eigentums- und unternehmensbezogenen Rollen resultieren. Mit Blick auf die Empirie langlebiger Familienunternehmen und Unternehmerfamilien zeigt sich oft, dass die erfolgreiche Bewältigung dieser Herausforderungen mit der Implementierung von Family Governance-Strukturen einhergeht. Diese wiederum resultieren aus der Entwicklung jeweils passender Familienstrategien.

Courses (module elements)

Seminar

Methodic implementation

Das Modul verbindet unterschiedliche Lehrformen sowie methodische wie didaktische Konzepte. Zum einen werden von den Lehrenden theoretische Modelle vorgestellt, die aus der empirischen Erforschung von langlebigen mehrgenerationalen Familienunternehmen und Unternehmerfamilien gewonnen wurden. Zum anderen sollen die Studierenden anhand von eigenen empirischen Unterschungen, z.B. in Form von Case Studies, die im Modul erlernten Modelle reflektieren, sie hinsichtlich ihrer theoretischen Erklärungs- und praktischen Gestaltungsmöglichkeiten wie -grenzen selbst überprüfen. Das heißt, dass neben der Kontaktzeit von 30 h in Seminarform 120 h an Eigenarbeit, u.a. zur Literaturvertiefung und Anfertigung der Case Study zu realisieren ist.

Admission requirements

none

Learning objectives, competences

In dem Modul eignen sich die Studierenden zunächst Wissen über die Besonderheiten von Famiienunternehmen und Unternehmerfamilien an. Dabei lernen sie aktuelle theoretische Konzepte kennen, um diese Unternehmens- und Familienformen passend zu beschreiben und in ihren Dynamiken zu erklären. Die Studierenden erwerben ein Verständnis über das transgenerationale Unternehmertum, das unser Wirtschaftssystem maßgeblich bestimmt. Weiterhin wenden sie die erlernten Konzepte in empirischen Analysen zur Entwicklung von eigenen Case Studies an. Dabei entwickeln sie Synthesen ihrer Erkenntnisse und beurteilen die Reichweite und Nützlichkeit der erlernten Konzepte wie der empirisch gewonnenen Case Studies. In diesem Mastermodul sind alle Kompetenzdimensionen integriert, so dass die Studierenden nicht nur tiefe Einblicke in das fokussierte Thema erlangen, sondern sich selbst neben diesem Wissen auch eine

wissenschaftliche Kompetenz aneignen, die hilfreich ist, um Familienunternehmen und Unternehmerfamilien – etwa in der entsprechenden Beratung oder als Unternehmens- bzw. Familienmitglied – konstruktiv mit zu gestalten.

Precondition for award of credits

Aktive Teilnahme am Modul und erfolgreiche Absolvierung einer der angebotenen Prüfungsform.

Exam form:	Hausarbeit oder Case Study
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☒ German ☐ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs
Incorporation of practice:	Für die Anfertigung der Case Study sind Praxiskontakte aufzunehmen. In diesen soll mindestens ein 90-minütiges qualitatives Interview mit einem Mitglied aus einer Unternehmerfamilie durchgeführt werden. Der Fokus des Interviews ist das Modulthema: Family Governance und Familienstrategieentwicklung.
Implementation of the Principles of Responsible Management Education:	Familienunternehmertum ist per se nachhaltiges Unternehmertum. Denn hier geht es darum, das Unternehmenseigentum über Generationen hinweg zu erhalten, es also "enkelfähig“ zu gestalten. Das impliziert ökonomische, soziale und ökologische Dimensionen, die in dem Modul als Querschnittsthemem in unterschiedlichen theoretischen wie empirischen Vertiefungen expliziert werden.

Learning material, literature

Für das Modul dienen die folgenden Bücher als Grundlagenliteratur, die selektiv einbezogen werden. – Arist v. Schlippe et. al. (2017): Die beiden Seiten der Unternehmerfamilie. Familienstrategie über Generationen. Auf dem Weg zu einer Theorie der Unternehmerfamilie. Göttingen: Vandenhoeck & Ruprecht.
– Heiko Kleve (2020): Die Unternehmerfamilie. Wie Wachstums, Sozialisation und Beratung gelingen. Heidelberg: Carl Auer.
– Tom A. Rüsen et al. (2021): Management der dynastischen Unternehmerfamilie. Zwischen Familie, Organisation und Netzwerk. Wiesbaden: Springer/Gabler.
– Heiko Kleve (2024): Sozialsystem Unternehmerfamilie. Wie Familienunternehmen durch Familienstragieentwicklung gestärkt werden können. Wiesbaden: Springer/Gabler.
– Tom A. Rüsen & Anne K. Heider (Hrsg.) (2024): Aktive Eigentümerschaft in Familienunternehmen – Gesellschafterkompetenz in Familienunternehmen entwickeln und anwenden. Berlin. Erich Schmid (2., völlig neu bearbeitete und wesentlich erweiterte Auflage).

Other information

Modul findet auf Deutsch statt.

MM-WFB-2504	Familienunternehmertum und Innovation
Module supervisor/s:	Jun.-Prof. Dr. Anne K. Heider
Credits: Workload:	5 contact hours: 30 h self study: 120 h
In semester:	3. Semester/*3 rd semester* (Full-time course plan) 5. Semester/*5 th semester* (Part-time course plan)
Frequency:	☒ winter term ☐ summer term

Short description

Das Modul vermittelt

- Grundlegende Theorien und Modelle zu Familienunternehmen.
- Ressourcenspezifische Besonderheiten zu Familienunternehmen.
- Unterscheide im Innovationsverhalten zwischen Familienunternehmen und Nicht-Familienunternehmen.
- Warum weisen Familienunternehmen einen höheren Innovationsoutput auf, obwohl sie weniger investieren (doing more with less discussion).
- Ability and Willingness Paradox: Inwiefern unterscheiden kleine Familienunternehmen sich von kleinen Nicht-Familienunternehmen in ihrer Fähigkeit, die Komplexität dieser Kooperationen und ihrer Beziehungen zu steuern und zu bewältigen.
- Innovation dilemma discussion; nachhaltige Innovation vs. disruptive Innovation.

Courses (module elements)

Seminar

Methodic implementation

Interaktive Vorlesungselemente, Projektarbeit/Gruppenarbeit, Fallstudien/Case Studies, Peer reviewed Journal Paper zu Innovation in Family Firms, Anwendung verschiedener Tools und Methoden aus dem Design Thinking.

Admission requirements

none

Learning objectives, competences

Die Studierenden

- beherrschen die Grundlagen des Innovationsmanagements in der unternehmerischen Praxis
- sind mit den Kernaufgaben und wichtigsten Instrumenten zur Gestaltung von Innovationsvorhaben vertraut
- können eigene Innovationsprozesse planen und umsetzen
- wenden Methoden und Instrumente des Innovationsmanagements an um aktuelle Fragestellungen lösungsorientiert zu beantworten
- identifizieren und analysieren Erfolgsfaktoren im Innovationsmanagement
- sind in der Lage Instrumente und Methoden des Innovationsmanagement auf ihre Angemessenheit und Wirkungsgrade in spezifischen Kontexten zu hinterfragen

Die Student:innen sind in der Lage die Konzepte und Modelle des Innovationsmanagement auf konkrete praktische Fälle anzuwenden. Insbesondere können sie diese operativ anwenden.

Precondition for award of credits	
Aktive Teilnahme am Seminar und Bestehen der Prüfung.	
Exam form:	Immanenter Prüfungscharakter, Gruppenarbeit und Präsentation
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☒ German ☐ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs
Incorporation of practice:	Integration von Praxispartnern in die Vorlesung durch Gast Vorträge und Case Stuies. Es wird auch an einem Termin eine Aufgabe (konkrete Herausforderung) von Seiten des Praxispartner gestellt, die es in der Vorlesung in Gruppenarbeiten zu lösen gilt. Der Rahmen wird dazu vom Praxispartner vermittelt (Methoden, Techniken und Ansätze). Das Ergebnis ist gleichzeitig die Prüfung.

Learning material, literature

– Journal Paper, u.a.: König, A., Kammerlander, N., & Enders, A. (2013). The family innovator’s dilemma: How family influence affects the adoption of discontinuous technologies by incumbent firms. Academy of management review, 38(3), 418-441.
– Chrisman, J. J., Chua, J. H., De Massis, A., Frattini, F., & Wright, M. (2015). The ability and willingness paradox in family firm innovation. Journal of Product Innovation Management, 32(3), 310-318.
– Sirmon, D. G., & Hitt, M. A. (2003). Managing resources: Linking unique resources, management, and wealth creation in family firms. Entrepreneurship theory and practice, 27(4), 339-358.
– De Massis, A., Frattini, F., Kotlar, J., Petruzzelli, A. M., & Wright, M. (2016). Innovation through tradition: Lessons from innovative family businesses and directions for future research. Academy of management Perspectives, 30(1), 93-116.
– Duran, P., Kammerlander, N., Van Essen, M., & Zellweger, T. (2016). Doing more with less: Innovation input and output in family firms. Academy of management Journal, 59(4), 1224-1264.
– Heider, A., Gerken, M., van Dinther, N., & Hülsbeck, M. (2021). Business model innovation through dynamic capabilities in small and medium enterprises–Evidence from the German Mittelstand. Journal of Business Research, 130, 635-645.

Other information

Modul findet auf Deutsch statt

Module group “Advanced Methods - Electives”

MM-WM-2501 *Research track*	Methodology and Philosophy of Science	
Module supervisor/s:	Prof. Dr. Harbecke	
Credits: Workload:	5 contact hours: 30 h	self study: 120 h
In semester:	1. Semester/*1 st semester*	
Frequency:	☒ winter term	☐ summer term

Short description

This module introduces students to the philosophy of science, equipping them with tools to understand the structure of scientific theories and apply scientific methods and research strategies to real-world problems and management challenges. Key topics covered in the seminar include logical positivism, inductivism, falsificationism, scientific revolutions, scientific realism, and inference to the best explanation. Students will develop skills in conducting scientific discussions, particularly on issues related to scientific proof and theory construction, while also gaining the ability to critically reflect on their own scientific work. The final part of the course focuses on evidence-based management, exploring how philosophical principles in science inform practical management strategies. Students will engage with fundamental concepts and analyze case studies, covering themes such as science as a form of cognition, experimental design, inductivism, falsifiability, theory structures, new experimentalism, Bayesian inference, and evidence-based management.

Courses (module elements)

Seminar (weekly and a additional short block seminar)

Methodic implementation

The course will first cover the main themes of the subject. The sessions begin with a brief introduction of the topics by the supervisor. Subsequently, one or two students will lead a discussion on the basis of questions they have prepared. The block unit is based on a case study, in which the students have to apply the general methods to a management problem.

Admission requirements

none

Learning objectives, competences

Extending and consolidating knowledge : Students acquire knowledge about the main positions in philosophy of science on the nature of scientific research, the structure of scientific theories, and the form of scientific methodology and scientific evidence. They reflect and inter- pret several prominent authors, discuss the implications, and present their own positions in class.

Instrumental competences: Students learn how to develop their own questions and examples related to the studied topics. Moreover, they apply and evaluate the studied methods through the application to several case studies from evidence-based management.

Systemic competences: Students demonstrate how a practical problem can be solved by applying gen- eral scientific methods. They predict how their offered solution will affect the studied systems and they explain why the predicted changes occur in those systems.

Communicative competences: Students work in a team when organizing a discussion in class. Moreover, they work in a team when analyzing and solving the case studies from evidence based management. They communicate their results to the audience with a prepared presentation and defend their solutions. They assess each other’s performance as well as their respective results in light of the discussion in class.

Precondition for award of credits	
Active participation in the seminar and passing the exam.	
Exam form:	Written Exam (120 min.)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	– Elective module in Philosophy, Politics and Economics (M.A.) – Elective module in Management (M.Sc.)

Learning material, literature

– Pfeffer, J. and Sutton, R. (2006a), Evidence-based management, Harvard Business Review.
– Pfeffer, J. and Sutton, R. (2006b), Hard Facts, Dangerous Half-Truths and Total Nonsense - Profiting from Evidence-Based Management, Harvard Business School Press.
– Staley, Kent W. (2014), And Introduction to Philosophy of Science. Cambridge University Press.
– Godfrey-Smith, P.: Theory and Reality: An introduction to the Philosophy of Science. Chicago: Uni- versity of Chicago Press 2003.
– Psillos, S. and M. Curd (eds): The Routledge Companion to Philosophy of Science. New York: Routledge 2008.
– Papineau, D.: The Philosophy of Science. Oxford: Oxford University Press 1996.

MM-WM-2502 *Research track*	Marketing Research Methods	
Module supervisor/s:	Prof. Dr. Michael Steiner	
Credits: Workload:	5 contact hours: 30 h	self study: 120 h
In semester:	2. Semester/*2 nd semester*	
Frequency:	☐ winter term	☒ summer term

Short description

Every management decision rests on assumptions about customers, competitors and markets. Marketing Research Methods turn those assumptions into evidence. It is the systematic collection and interpretation of data about people and organisations, using statistical and analytical methods from the applied social sciences, in order to support decisions.That makes it a subject for everyone heading into a role with responsibility, not only for market researchers. Most managers never run a study themselves. But they commission studies, they read the results, and they act on them. Whether a finding really supports the decision it is used for depends on how the sample was drawn, how the questions were worded and which method was applied. Anyone who cannot judge that has to rely on someone else‘s judgement. This module therefore has two aims. First, participants learn to conduct market research themselves. And second, they learn to assess the quality of the data and insights that reach their desk.The module assumes no prior knowledge of empirical methods. Master’s students arrive from a wide range of backgrounds, and many have had little contact with research design or data analysis. The course therefore builds from the ground up. What sets it apart is the depth in which the methods themselves are treated. Participants do not simply learn which procedure fits which question. They work through what a procedure actually does with the data, which assumptions it rests on, what happens when those assumptions are violated, and how to read the output rather than accept it at face value.The course follows the research process from beginning to end. It starts with a step that sounds simple and rarely is: turning a management problem into a question that research can actually answer. We then look at how to choose a research design. Exploratory methods come first, including focus groups, personal interviews, projective and laddering techniques and the critical incident technique, together with the coding and analysis of qualitative material.The descriptive part covers sampling and sample size, questionnaire development, scale types, and the reliability and validity of measurement. Causal research follows, with the concept of causality, experimental designs and hypothesis testing. Building on this foundation, we cover multivariate methods such as analysis of variance, regression and cluster analysis, and preference measurement with conjoint analysis and MaxDiff. Each of these is treated in enough detail for participants to judge whether a method is appropriate for their data and what its results do and do not allow them to conclude.Participants then put all of this to work in their own research project. They design it, run it, analyse the data and present their findings. That is where the practical decisions show up, the ones no textbook description of a method can prepare you for. For anyone planning an empirical master’s thesis, this project is an ideal preparation.The module also looks at how artificial intelligence is changing the field. Participants try out synthetic market research, in which AI generates the respondents, and discuss what it can realistically deliver and where it falls short. AI has also created new problems. Fraudulent responses and bot generated answers now threaten the quality of survey data, so the module shows how to detect them.Methodological judgement pays off far beyond the research function. It matters in

- marketing and product management,
- in consulting and business development, and
- in any role where decisions have to be defended with evidence.

Courses (module elements)

Seminar Marketing Research Methods: Prof. Dr. Michael Steiner

Methodic implementation

Lecture (30h), self study (120h)

Admission requirements

none

Learning objectives, competences

By passing this module, students will be able to:Knowledge and understanding

- explain the steps of the market research process and characterise the fundamental research designs, including the questions each design can and cannot answer. (Verständnis)

Instrumental competences

- identify information deficits and information needs in a company and translate a management problem into a researchable question with a suitable research design. (Anwendung)
- design a study, collect empirical data, analyse them using appropriate qualitative and/or quantitative methods and deduce implications for marketing decisions. (Anwendung / Analyse)
- formulate hypotheses on future customer and competitor behaviour and test them empirically. (Analyse)

Systemic competences

- evaluate the quality of studies and findings presented to them, identify weaknesses in sampling, measurement and data quality, and assess the possibilities and limits of AI based approaches such as synthetic market research. (Beurteilung)

Social and communicative skills

- work in teams on their own research project, present their findings to an audience without methodological training and defend the choices behind their design. (Beurteilung)

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Written Exam (120 min.)
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs
Incorporation of practice:	Real world examples accompany every stage of the research process, so that participants see how methods behave outside the textbook, including the cases where a procedure gives a clean-looking result that does not hold up on closer inspection. The core of the practical work is the students’ own research project. Participants take a real question, develop a research design, collect their own data, analyse them and present their conclusions. Along the way they run into the problems that define everyday research work. Respondents misunderstand ques-

	tions. Samples turn out smaller than planned. Assumptions of a procedure are not met. Results are ambiguous. Handling these situations and being able to explain afterwards why a particular course of action was chosen, is what separates knowing a method from being able to use it. Participants also work with the software that market researchers use today, such as JASP, and carry out the analyses themselves rather than following a prepared script. This includes AI based approaches such as synthetic market research, which participants test critically on their own material.
Implementation of the Principles of Responsible Management Education:	The module begins with the ethical limits of empirical research. Cases such as the Milgram experiments and the Stanford Prison Experiment show why informed consent, voluntary participation and ethical review became standards. Both also carry a second lesson: later examinations of the original records cast doubt on how the studies were run, so a famous finding is not necessarily a sound one. Participants apply these standards in their own projects, where they work with data about real people. The module also addresses the integrity of reporting. Questions can be worded to produce a desired answer, and a result can be manufactured by choosing the analysis after seeing the data. Participants learn to recognise this and to report honestly what their own data support.

Learning material, literature

Iacobucci, D., Churchill, G. A. (2022): Marketing Research: Methodological Foundations, 13th edition, Earlie Lite Books, Nashville, TN.
Sarstedt, M., Mooi, E. (2019): A Concise Guide to Market Research – The Process, Data, and Methods Using IBM SPSS Statistics, 3rd edition, Springer, Berlin, Heidelberg.
Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E. (2019): Multivariate Data Analysis, 8th edition, Cengage Learning, Andover.
Backhaus, K., Erichson, B., Gensler, S., Weiber, R., Weiber, T. (2025): Multivariate Analysemethoden – Eine anwendungsorientierte Einführung, 18. Auflage, Springer Gabler, Wiesbaden.

MM-WM-2503 *Research track*	**Advanced Empirical Economics**	
Module supervisor/s:	Prof. Dr. Magdalene Silberberger	
Credits: **Workload:**	5 contact hours: 30 h	self study: 120 h
In semester:	4. Semester/*4 th semester*	
Frequency:	☐ winter term	☒ summer term

Short description

This module has two elements: In the first part, students learn about research design and the main approaches to causal inference with observational data and for policy evaluation. The second part focuses on application and the students will practically address a research question that they are interested in, present it to their peers and comment on each other's work. This will result in a quantitative research paper
This module teaches students about the most important approaches in practical quantitative research (e.g. for economics, political science) and their application in R. The focus of the course lies on research design, methods for causal inference with observational data and policy evaluation which will be applied in a project chosen by the seminar participants.

Courses (module elements)

Seminar

Methodic implementation

Seminar format, practice work in R, group work on research projects and presentation of results with subsequent feedback and discussion rounds

Admission requirements

none

Learning objectives, competences

After completions students will have:
– broad knowledge about relevant methods of quantitative empirical analysis, with a focus on causal inference with observational data and policy evaluation – relevant software skills (in R) with respect to the methods learned
They will be able to:
– apply the methods to questions from economics, political science and other disciplines using an appropriate research design – carry out a quantitative empirical project investigating real world questions using software solutions – write a research paper as part of a research team – present different stages of the research project – give constructive feedback on research ideas and methodologies

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Portfolio examination: two project presentation approx. 10-15 min each and Term Paper approx. 12 pages
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English

Use of the module in other programs & curricular integration:	– Elective module in Philosophy, Politics and Economics (M.A.) – Elective module in Management (M.Sc.)

Learning material, literature

Todaro, M.P. and Smith, S.C.: Economic Development, 13th Edition, Prentice Hall 2020

MM-WM-2504 *Research track*	Current Issues in Research Methods	
Module supervisor/s:	Prodekan:in für Forschung	
Credits: **Workload:**	5 contact hours: 30 h	self study: 120 h
In semester:	from 3. (Full-time course plan) from 4. (Part-time course plan)	
Frequency:	☒ winter term	☒ summer term

Short description

This module provides courses on current developments in Research Methods in the field of Management. The topics will be variable across the semesters and reflect and innovations in research and their application in practice as well as students’ particular interests. Instructors will be different internal and external lecturers depending on their subject expertise and acumen for innovative research.

Courses (module elements)

Seminar

Methodic implementation

The methodic implimentation will be determined by the instructor in line with the topic requirements.

Admission requirements

none

Learning objectives, competences

The learning objectives and competences will be determined by the instructor in line with the topic requirements. Generally, this module emphasizes the students’ ability to critically asses the potential of new developments in research methods and to identify possible applications.

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Depending on the specific topic of the seminar	
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS	
Teaching language:	☐ German	☒ English
Use of the module in other programs & curricular integration:	– Elective module in Philosophy, Politics and Economics (M.A.) – Elective module in Management (M.Sc.)	

Learning material, literature

– Miles, J. A. (2012): Management and Organization Theory. San Francisco: Jossey-Bass.

Module group “Additional Modules”

MM-WF-2501	Independent Study in Management	
Module supervisor/s:	Vice Dean for Student Affairs	
Credits: Workload:	5 or 10 contact hours: 0 h	self study: 150/300 h
In semester:	from 3.	
Frequency:	☒ winter term	☒ summer term

Short description

The Independent Study in Strategic Management enables students to pursue a self-chosen topic within the field of strategic management that is not covered within the regular curriculum within the Major in Strategy. Students conduct their own research project under the close supervision and mentoring of a qualified faculty member.

Courses (module elements)

Individual supervision and mentoring.

Methodic implementation

Independent research activity based on a research outline, milestone plan and time schedule mutually agreed upon between supervisor and student, and approved by the Vice Dean for Student Affairs.

Admission requirements

none

Learning objectives, competences

Extending and Consolidating Knowledge: Students gain a deeper understanding in a relevant and individual field of Strategic Management.
Instrumental Competences: Students learn to define, structure and conduct a research project. They are able to apply scientific methods on a self-chosen research question with relevance to real world phenomena. They know how to collect, process and analyze data on their own.
Systemic Competences: Students are able to utilize the scientific method to answer strategic questions. They are able to draw inferences from the existing research literature towards solving problems of strategic management in organizations. They are able to critically review and scrutinize the results of their own research as well as the research of others.
Communicative Competences: Students are able to present and discuss their research ideas, findings and completed projects in front of researchers as well as practitioners. They are able to explain the state of the art in the field of the performed study and relate their results to the existing body of research. Based on this, they are able to communicate the relevance of their work to a variety of audiences.

Precondition for award of credits

Documentation of examination performance.

Exam form:	Term Paper (20 pages)	
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS	
Teaching language:	☐ German	☒ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs Passing is required for participation in the modules: Advanced Qualitative Methods; Advanced Quantitative Methods; Advanced Theories of Management	

Learning material, literature

Search and identification of relevant literature is part of the research project. Students need to develop a project proposal that needs to be approved by the Vice Dean for Student Affairs before starting the project.

MM-WF-2502	Current Issues in Management	
Module supervisor/s:	Prof. Dr. Guido Möllering	
Credits: **Workload:**	5 contact hours: 30 h	self study: 120 h
In semester:	2. to 4. (Full-time course plan) 3. to 5. (Part-time course plan)	
Frequency:	☒ winter term	☒ summer term

Short description

This module provides courses on Current Issues in the field of Management. The topics will be variable across the semesters and reflect new developments in research and practice as well as students’ particular interests. Instructors will be different professors of the faculty depending on their subject expertise and acumen for innovative teaching.

Courses (module elements)

Seminar

Methodic implementation

The methodic implimentation will be determined by the instructor in line with the topic requirements.

Admission requirements

none

Learning objectives, competences

The learning objectives and competences will be determined by the instructor in line with the topic requirements. Generally, this module emphasizes the students’ ability to investigate novel phenomena theorietically and develop innovative ideas for application.

Precondition for award of credits

Active participation in the seminar and passing the exam.

Exam form:	Depending on the specific topic of the seminar	
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS	
Teaching language:	☐ German	☒ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs	

MM-WF-2503	Study Abroad Master I
Module supervisor/s:	Vice Dean for Student Affairs
Credits: Workload:	Depending on the learning agreement 1 ECTS corresponds to 30 hours of workload isNaN
In semester:	each semester
Frequency:	☒ winter term ☒ summer term

Short description

In this module, achievements can be recognized that were made abroad in courses from subject areas specific to the degree programme, which are not currently taught at the UW/H. As long as these courses are taught on a master level and convey competencies according to the respective qualification framework.The content of these courses can cover a wide variety of aspects, such as country-specific features. The exact contents can be found in the respective module description of the foreign university.

Courses (module elements)

See module description of the foreign university.

Methodic implementation

See module description of the foreign university.

Admission requirements

none

Learning objectives, competences

See module description of the foreign university.
The module may not already have been completed at UW/H and must be proven to be a module in the framework of a Master’s program at the foreign university. The assignment of this module must be approved in advance by the Vice Dean for Student Affairs of the Faculty of Management, Economics and Society within the framework of a Learning Agreement.

Precondition for award of credits

Successful participation in the course according to exchange univerity’s study regulations.

Exam form:	See module description of the foreign university.
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs

Learning material, literature

See module description of the foreign university.

Other information

This module must be approved in advance by the Associate Dean of the Faculty of Management, Economics and Society as part of a learning agreement. For further information please contact the International Office of the University of Witten/Herdecke University.

MM-WF-2504	Study Abroad Master II
Module supervisor/s:	Vice Dean for Student Affairs
Credits: Workload:	Depending on the learning agreement 1 ECTS corresponds to 30 hours of workload isNaN
In semester:	each semester
Frequency:	☒ winter term ☒ summer term

Short description

In this module, achievements can be recognized that were made abroad in courses from subject areas specific to the degree programme, which are not currently taught at the UW/H. As long as these courses are taught on a master level and convey competencies according to the respective qualification framework.The content of these courses can cover a wide variety of aspects, such as country-specific features. The exact contents can be found in the respective module description of the foreign university.

Courses (module elements)

See module description of the foreign university.

Methodic implementation

See module description of the foreign university.

Admission requirements

none

Learning objectives, competences

See module description of the foreign university.
The module may not already have been completed at UW/H and must be proven to be a module in the framework of a Master’s program at the foreign university. The assignment of this module must be approved in advance by the Vice Dean for Student Affairs of the Faculty of Management, Economics and Society within the framework of a Learning Agreement.

Precondition for award of credits

Successful participation in the course according to exchange univerity’s study regulations.

Exam form:	See module description of the foreign university.
Weight of grade for final grade:	According to general examination regulations, proportionate to ECTS
Teaching language:	☐ German ☒ English
Use of the module in other programs & curricular integration:	No module applicability in other study programs

Learning material, literature

See module description of the foreign university.

Other information

This module must be approved in advance by the Associate Dean of the Faculty of Management, Economics and Society as part of a learning agreement. For further information please contact the International Office of the University of Witten/Herdecke University.