

Universität Witten/Herdecke

Modulhandbuch

Module Manual

Strategy & Organization

MASTER OF SCIENCE

Fakultät für Wirtschaftswissenschaft

Faculty of Management and Economics

Gültigkeit ab Wintersemester 2018/19

Valid from winter semester 2018/19

V01

Inhaltsverzeichnis / Content

Inhaltsverzeichnis / Content	3
Vorwort / Introduction	5
Studienverlaufsplan / Exemplary Study Plan	6
Pflichtmodule / Compulsory Modules	7
Master Kick-Off Project	8
Theories of Strategic Management	11
Theories of Organization	13
Masterthesis	15
Wahlpflichtmodule / Compulsory Elective Modules	17
Modulgruppe „Advanced Methods“ (Wahlpflicht)/ Module Group “Advanced Methods” (Compulsory Elective)	18
Philosophy of Science	19
Quantitative Methods (focus Applied Econometrics)	22
Advanced Qualitative Methods	24
Advanced Market Research	27
Modulgruppe „Studium fundamentale“ (Wahlpflicht)/ Module Group “Studium fundamentale“ (Compulsory Elective)	30
Studium fundamentale	31
Wahlmodule mit Vertiefungen / Elective Modules and Majors	33
Modulgruppe und Vertiefung „Strategie“ (Wahlpflicht/Wahl) / Module Group and Major “Strategy” (Compulsory Elective/Elective)	34
Economics of Strategy	35
International Strategy	38
Strategy Implementation	40
Strategic Brand Management	43
Strategic Corporate Social Responsibility	46
Current Issues in Strategy	48
Independent Study in Strategic Management	50
Modulgruppe und Vertiefung „Organization“ (Wahlpflicht/Wahl) / Module Group and Major “Organization” (Compulsory Elective/Elective)	53
Organizational Culture and Change	54
Ethical Issues in Organizations	56
Theories of Leadership in Organizations	58
Inter-organizational Alliances and Networks	61
Innovationsmanagement	63
Current Issues in Organization	65

Independent Study in Organization Theory	67
Freier Wahlbereich / <i>Free Electives</i>	70
International Economics	71
Behavioural Economics.....	73
Institutional Economics	75
Strategien von Familienunternehmen	77
Akteure und Konzepte im Gesundheitswesen	79
Structured Problem Solving.....	81
Praxisreflexionsmodul.....	83
Aktuelle Fragen	85
Independent Project - Independent Study	87
Auslandsleistungen I / Study abroad I	90
Auslandsleistungen II / Study abroad II	92

Vorwort / Introduction

Das vorliegende Modulhandbuch soll dazu dienen, Studierenden und anderen Interessierten einen detaillierten Einblick in Struktur und Inhalte des Masterstudiengangs Strategy & Organization (M.Sc.) zu geben.

Der Masterstudiengang Strategy & Organization (M.Sc.) wurde zum Wintersemester 2018/19 reakkreditiert. Er gilt als Nachfolger des Masterstudiengangs Management, der ab dem Wintersemester 2012/13 an der Fakultät für Wirtschaftswissenschaft angeboten wurde.

Die Studiensprache dieses Studiengangs ist Deutsch und Englisch. Zusätzlich können auch deutschsprachige Module angeboten werden. Module, deren Beschreibungen im Modulhandbuch in englischer Sprache vorliegen, werden in der Regel in Englisch angeboten.

Zusätzliche, aktuell angebotene Lehrveranstaltungen können dem CampusOnline-System UWE entnommen werden.

This module manual serves as an orientation for students and applicants concerning structure and contents of the M.Sc. Strategy & Organization.

This program is reaccredited in Winter Semester 2018/19 at the Faculty of Management and Economics. It will replace Management (M.A.) which has been introduced in Winter Semester 2012/13.

Languages of tuition is German and English. In principle, modules described in German are taught in German, modules described in English are taught in English.

Additional classes which are not offered as part of the core curriculum on a temporary basis can be found in the list of classes in the campus management system UWE.

Juli 2018

Univ.-Prof. Dr. André Schmidt
Prodekan für Lehre / Vice Dean for Teaching

Studienverlaufsplan / Exemplary Study Plan

Recommended Semester	Module identifier	Modules	ECTS
1. Semester	MS-PSO-1801	Master Kick-Off Projekt	5
	MS-PSO-1802	Theories of Strategic Management	5
	MS-PSO-1803	Theories of Organization	5
	MS-WPM-1801	Philosophy of Science	5
	MS-WPM-1802	Quantitative Methods (focus Applied Econometrics)	5
		<i>Studium fundamentale</i>	5
		ECTS per Semester	30
2. Semester	MS-WPM-1803	Advanced Qualitative Methods	5
		Wahlpflicht / Compulsory Elective in Strategy	5
		Wahlpflicht/ Compulsory Elective in Organization	5
		Wahlmodule / Elective Module	5
		Wahlmodule Elective Module	5
		<i>Studium fundamentale</i>	5
		ECTS per Semester	30
3. Semester		Wahlpflicht / Compulsory Elective in Strategy	5
		Compulsory Elective in Organization	5
		Wahlpflicht / Elective Module	5
		Wahlmodule / Elective Module	5
		Wahlmodule / Elective Module	5
		<i>Studium fundamentale</i>	5
		ECTS per Semester	30
4. Semester	MS-PSO-1804	Masterthesis	30
		ECTS per Semester	30
1.-4. Semester		Sum of ECTS	120

Pflichtmodule / *Compulsory Modules*

MS-PSO-1801	Master Kick-Off Project
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Sabine Bohnet-Joschko Prof. Dr. Erik Strauß
ECTS/credits, Worklad:	5 Kontaktzeit/ <i>contact hours</i> : 40h Selbststudium/ <i>self study</i> : 110h
Studiensemester / <i>In Semester:</i>	1. Semester / <i>1th Semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / *short description*

Technologischer Fortschritt wie z. B. Big Data und die daraus resultierenden kollektiven Veränderungen wie die zunehmende Digitalisierung der Gesellschaft haben auch einen signifikanten Einfluss auf die Rahmenbedingungen für unternehmerisches Handeln. Während in vergangenen Jahrzehnten eine Effizienzoptimierung in produzierenden Organisationen die primäre Managementaufgabe darstellte, sehen sich Unternehmen aufgrund gestiegener Volatilität, globaler Märkte und einer zunehmenden Entwicklung zur „Wissensgesellschaft“ neuen Herausforderungen gegenüber. Die Unternehmensführung muss dezentral verteilte, hoch spezialisierte Mitarbeiter leiten, um in kürzester Zeit neue kundenindividuelle Wünsche zu berücksichtigen und in vermarktbare Angebote zu transformieren. Effektive Teamarbeit und ein lebenslanges Lernen spielen dementsprechend eine immer zentralere Rolle – sowohl für MangerInnen als auch für die Mitarbeiter. Vor diesem Hintergrund wurden in den vergangenen Jahren vermehrt neue Managementkonzepte entwickelt, die auf eine besonders hohe Agilität abzielen und spezielle gemeinschaftliche Lernprozesse in Unternehmen fördern, dabei aber auch traditionelle Steuerungsmechanismen wie Bürokratie verzichten.

Um Studierende auf die neuen gesellschaftlichen Anforderungen vorzubereiten, werden in dem Modul „Master Kick-Off Projekt“ zentrale Elemente des Wittener Studiums zusammengeführt:

- Es werden reale und zukunftsorientierte Unternehmensprojekte in Zusammenarbeit mit Praxispartnern bearbeitet
- Methoden (z. B. Design Thinking, Scrum) werden eingeführt und umgesetzt
- Teams werden studiengang- und disziplinübergreifend zusammengestellt, müssen sich aber selbst organisieren und arbeiten eng zusammen, um ein gemeinsames Ziel zu erreichen
- Ausgeprägte Freiheit bei der Projektbearbeitung einerseits steht der hohen Verantwortung zur sinnvollen Gestaltung gegenüber
- Wissen aus verschiedenen Bereichen und Disziplinen muss von den Teams zusammengeführt und ggf. ergänzt werden
- Lösungsstrategien sind auch im Hinblick auf ihre gesellschaftliche Tragweite und ethische Aspekte zu bewerten
- Teamfähigkeit, Kommunikations- und Präsentationsfähigkeiten werden trainiert
- Feedback und Reflexionsschleifen werden als Ausgangspunkt für kontinuierliche Weiterentwicklung eingeführt

Zur Erreichung dieser Ziele ist das Master Kick-Off Projekt wie folgt organisiert: Das Master Kick-Off Projekt ist verpflichtend, es beginnt am ersten Tag des ersten Semesters und läuft über eine Woche. Nach einer Kennenlern- und thematischen Einführungsphase werden Projekte vergeben, welche die Studierenden in Teams und begleitet von Mentoren bearbeiten. Zum Abschluss präsentieren die Teams ihre Ergebnisse vor Unternehmenspartnern und erhalten Feedback. An dem Master Kick-Off Projekt nehmen alle Studierenden des Master of Science in Strategy and Organization

und des Master of Arts in General Management teil.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Projektseminar „Master Kick-off Project“
(Prof. Dr. Sabine Bohnet-Joschko, Prof. Dr. Erik Strauß)

Lehrformen, methodische Umsetzung / methodic implementation

Seminaristischer Unterricht, Fallstudienarbeit, Gruppenarbeit, Gruppenpräsentationen

Teilnahmevoraussetzungen / admission requirements

Keine

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and consolidating knowledge</i>	Nach erfolgreicher Teilnahme an diesem Modul besitzen Studierende die Kompetenz, <ul style="list-style-type: none"> • alle wesentlichen Begriffe moderner Managementkonzepte zu definieren, • verschiedene moderne Managementkonzepte zu unterscheiden, • den grundsätzlichen Aufbau moderner Managementkonzepte zu beschreiben.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	Nach erfolgreicher Teilnahme an diesem Modul besitzen Studierende die Kompetenz, <ul style="list-style-type: none"> • moderne Managementkonzepte umzusetzen, • moderne Managementkonzepte auf spezifische Fragestellungen anzupassen und anzuwenden, • entsprechende Handlungsempfehlungen für die Ausgestaltung, eines Managements in Unternehmen abzuleiten.
Systemische Kompetenzen / <i>Systemic competences</i>	Nach erfolgreicher Teilnahme an diesem Modul besitzen Studierende die Kompetenz, <ul style="list-style-type: none"> • relevante Informationen moderner Managementkonzepte zu erfassen, zu bewerten und zu interpretieren, • auf Grundlage der modernen Managementkonzepte fundierte Urteile für unternehmerische Entscheidungen abzuleiten, • selbstständig weiterführende Methoden und Theorien moderner Managementkonzepte zu erlernen. • interdisziplinär, eigenständig in Teams zu arbeiten.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Nach erfolgreicher Teilnahme an diesem Modul besitzen Studierende die Kompetenz, <ul style="list-style-type: none"> • mit Experten aus unterschiedlichsten Fachbereichen wie bspw. Produktentwicklung, Marketing oder Sales sowie der Wissenschaft die Grundlagen moderner Managementkonzepte klar und eindeutig zu diskutieren, • sich mit Fachvertretern und Laien über Informationen, Ideen, Probleme und Lösungen bei der Entwicklung und Anwendung moderner Managementkonzepte auf wissenschaftlichem Niveau

	auszutauschen.
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Prüfungsmodalitäten, -formen / exam assessments and forms

Mündliche Prüfung (Gruppenpräsentation, 30 min. pro Person)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Erfolgreiches Absolvieren der Gruppenpräsentation am Ende der Veranstaltung.

Stellenwert der Note in der Endnote / weight of grade for final grade

Entsprechend der Studien- und Prüfungsordnung anteilig nach ECTS-Punkten

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Pflichtmodul im Masterstudiengang General Management (M.A.)

Lernmaterial, Literaturangaben / learning material, literature

Brown, Tim (2009): Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, 1. Auflage
 Yayici, Emrah (2016): Design Thinking
 Allen, David (2015): Getting Things Done
 Robertson, Brian (2015): Holacracy

MS-PSO-1802	Theories of Strategic Management
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Guido Möllering
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	1. Semester / <i>1th Semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

This module traces the theoretical foundations of strategy (such as competitive forces, resources and capabilities) and core strategic issues in organizations (such as innovation, collaboration, internationalization, governance, change). We will also consider the latest developments in strategic management theory regarding strategy as process and practice. Throughout the course, theoretical concepts will be investigated regarding their practical and organizational implications, based on numerous real-life cases discussed in class.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar „Theoretical Foundations of Strategy“ (3 ECTS; Contact hours 20 h; Self-study 70 h),
Lecturer: Guido Möllering, N.N.;

Practical Application „Core Issues in Strategy“ (2 ECTS; Contact hours 10 h; Self-study 50 h),
Lecturer: Guido Möllering, N.N.

Lehrformen, methodische Umsetzung / methodic implementation

Seminar (readings, discussion), guest lectures

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and consolidating knowledge</i>	Having completed this module, students will be able to describe the theoretical foundations of strategic management, explain why there are several competing theories of strategy, distinguish among a range of approaches and their contributions to understanding strategic management
Instrumentale Kompetenzen / <i>Instrumental competences</i>	Having completed this module, students will be able to assess which approaches are suited for addressing different strategic issues in organizations, draw on appropriate analytical tools for describing and evaluating organizational strategies, anticipate and handle areas of potential conflict in strategic management in practice
Systemische	Having completed this module, students will be able to assess strategy as

Kompetenzen / <i>Systemic competences</i>	connecting the internal and external environment of the embedded organization, act upon their own responsibility as strategizers in organizations, take a critical stance on firms' current practices relating to strategic management.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Having completed this module, students will be able to discuss clearly and competently with experts on strategic management, communicate strategic issues to colleagues and business partners, facilitate strategy processes in organizations, mobilize different perspectives on strategic issues.

Prüfungsmodalitäten, -formen / exam assessments and forms

Written Exam (60 minutes)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

None

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Lernmaterial, Literaturangaben / learning material, literature

Clegg et al. (2015) Strategy: Theory and Practice (2nd ed.) London: Sage.

MS-PSO-1803	Theories of Organization
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Guido Möllering
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	1. Semester / <i>1th Semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

This module traces the theoretical foundations of organization from early, modern and symbolic through post-modern and emerging perspectives in order to provide conceptual tools for explaining organizational phenomena and the role of organizations in contemporary economies and societies. Besides covering an extensive range of topics and issues, the module acknowledges the intellectual sources of influential ideas and connects them to practical challenges of organizations today.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar „Organization Theory“ (3 ECTS; Contact hours 20 h; Self-study 70 h), Lecturer: Prof. Dr. Guido Möllering, N.N.;

Literature Review Project „Key Thinkers in Organization“ (2 ECTS; Contact hours 10 h; Self-study 50 h), Lecturer: Prof. Dr. Guido Möllering, N.N.

Lehrformen, methodische Umsetzung / methodic implementation

Seminar (readings, discussion), student project

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and consolidating knowledge</i>	Having completed this module, students will be able to describe the theoretical foundations of organization, explain why there are several competing theories of organization, distinguish among a range of approaches and their contributions to understanding organizational issues.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	Having completed this module, students will be able to assess which approaches are suited for making sense of different issues in organizations, draw on appropriate analytical tools for describing, evaluating and addressing organizational challenges, anticipate and handle areas of potential conflict in organizations based on theoretical insights, e.g. related to power.
Systemische Kompetenzen /	Having completed this module, students will be able to demonstrate how organizations interact with society and how they connect people within and

<i>Systemic competences</i>	between them, act upon their own responsibility as organizational leaders, take a critical stance on simplistic organizational accounts.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Having completed this module, students will be able to discuss clearly and competently with experts on organization theory, communicate organizational issues to colleagues and business partners, facilitate organizational processes related to organizational structure, culture, design and development, mobilize different perspectives on organizational issues

Prüfungsmodalitäten, -formen / exam assessments and forms

Written exam (60 minutes)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Presentation of student project

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Lernmaterial, Literaturangaben / learning material, literature

Hatch, M.J. (2018) Organization Theory: Modern, Symbolic, and Postmodern Perspectives (4th ed.)
Oxford: Oxford University Press.

MS-PSO-1804	Masterthesis
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Vice Dean of Studies
ECTS/credits, Worklad:	30 Kontaktzeit/ <i>contact hours</i> : 0 h Selbststudium/ <i>self study</i> : 900 h
Studiensemester / <i>In Semester:</i>	4. Semester
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

The Masterthesis 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.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

None

Lehrformen, methodische Umsetzung / methodic implementation

Individual supervision and mentoring

Teilnahmevoraussetzungen / admission requirements

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

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and consolidating knowledge</i>	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.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	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.
Systemische Kompetenzen / <i>Systemic competences</i>	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.
Kommunikative Kompetenzen / <i>Communicative competences</i>	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.

Prüfungsmodalitäten, -formen / *exam assessments and forms*

Masterthesis (about 60 pages)

Voraussetzungen für die Vergabe von Kreditpunkten / *precondition for award of credits*

Stellenwert der Note in der Endnote / *weight of grade for final grade*

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / *teaching language*

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / *module applicability*

Lernmaterial, Literaturangaben / *learning material, literature*

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

Wahlpflichtmodule / *Compulsory Elective Modules*

Modulgruppe „Advanced Methods“ (Wahlpflicht)/
Module Group “Advanced Methods” (Compulsory Elective)

<i>Extending and consolidating knowledge</i>	and the form of scientific methodology and scientific evidence. They reflect and interpret several prominent authors, discuss the implications, and present their own positions in class.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	Students learn how to develop their own questions and example related to the studied topics. Moreover, they apply and evaluate the studied methods through the application to several case studies from evidence-based management.
Systemische Kompetenzen / <i>Systemic competences</i>	Students demonstrate how a practical problem can be solved by applying general scientific methods. They predict how their offered solution will affect the studied systems, and they explain why the predicted changes occur in those systems.
Kommunikative Kompetenzen / <i>Communicative competences</i>	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.

Prüfungsmodalitäten, -formen / exam assessments and forms

Written Exam (60 minutes)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Submission of two discussion sheets.

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Compulsory elective module in the Master course General Management (M.A.) and obligatory module in the Master course Philosophy, Politics and Economics (M.A.)

Lernmaterial, Literaturangaben / 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), An Introduction to Philosophy of Science. Cambridge University Press.
 Godfrey-Smith, P.: Theory and Reality: An Introduction to the Philosophy of Science. Chicago: University 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.

Weitere Informationen / *other information*

Zum erfolgreichen Abschluss der Modulgruppe „Advanced Methods“ (Wahlpflicht) müssen 15 ECTS-Punkte erreicht werden.

Successful completion of the module group “Advanced Methods” (compulsory elective) requires 15 ECTS- credits.

Kompetenzen / <i>Communicative competences</i>	sciences. They communicate their results to the audience and defend their solutions. They assess each other's performance as well as their respective results in light of the discussion in class.
Prüfungsmodalitäten, -formen / <i>exam assessments and forms</i>	
Written Exam (60 minutes)	
Voraussetzungen für die Vergabe von Kreditpunkten / <i>precondition for award of credits</i>	
Stellenwert der Note in der Endnote / <i>weight of grade for final grade</i>	
In proportion to ECTS-Points and according to the study regulation.	
Unterrichtssprache / <i>teaching language</i>	
<input type="checkbox"/> Deutsch <input checked="" type="checkbox"/> English	
Verwendung des Moduls (in anderen Studiengängen) / <i>module applicability</i>	
Compulsory elective module in the Master course General Management (M.A.) and obligatory module in the Master course Philosophy, Politics and Economics (M.A.)	
Lernmaterial, Literaturangaben / <i>learning material, literature</i>	
Imai, K.: Quantitative Social Science: An Introduction, Princeton University Press 2017. Wooldridge, J.M.: Introductory Econometrics, South-Western, 2016	
Weitere Informationen / <i>other information</i>	
Zum erfolgreichen Abschluss der Modulgruppe „Advanced Methods“ (Wahlpflicht) müssen 15 ECTS-Punkte erreicht werden. <i>Successful completion of the module group “Advanced Methods” (compulsory elective) requires 15 ECTS- credits.</i>	

MS-WPM-1803	Advanced Qualitative Methods
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Marcel Hülsbeck
ECTS/credits, Worklad:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	2. Semester / <i>2nd Semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

Do live crocodiles affect a person's willingness to gamble? What are the perceived personalities of rocks from a sales and marketing perspective? Are ladies who own cats actually more likely to be crazy? Each year, Harvard University selects the most fascinating and outrageous questions researched in a variety of domains to award the Ig Nobel prize. All these questions have in common that they are relevant, investigated through rigorous research methods, and found to be highly entertaining. If you sometimes also catch yourself thinking "I wonder if it is actually true that..." then you have come to the right course – welcome to Qualitative Methods. This course will challenge you to use the knowledge you might already have of qualitative methods and use it as a tool to create new knowledge.

In this course, students have the opportunity to be an independent researcher; finding an interesting question to research, using qualitative methods to answer that question and sharing the findings through a presentation and a research paper. The course will guide students through different qualitative research methods and in developing their own research study.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Interactive lecture (Lecturer: Dr. Maike Gerken)

Lehrformen, methodische Umsetzung / methodic implementation

Interactive seminar with discussions; lectures, group work, and presentations by students

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung
und –vertiefung /
*Extending and
consolidating
knowledge*

Students are able to define theories to build up a qualitative research question. Students gain knowledge on qualitative research design and ways of collecting data, as well as sampling. Students learn about the different approaches and analyzing methods. They are able to select a fitting approach and data-analysis methods to answer their own research question.

Instrumentale Kompetenzen / <i>Instrumental competences</i>	Students use the acquired theoretical knowledge on qualitative research to develop a study design. Students are able to collect data in order to answer their research question. Students demonstrate analytical skills through analyzing their data and derive conclusions from their research. Students are able to identify existing limitations in their research study and are able to formulate implications based on their results.
Systemische Kompetenzen / <i>Systemic competences</i>	Students are able to build up a valid argumentation for the choices and decisions made based on theory and their research question. In addition, students also demonstrate an in-depth understanding of their chosen qualitative approach. They are also able to identify the added value of their research study.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Students can report on their data analysis results and present their research in front of researchers and practitioners alike. Students can present their research study and persuade others of the validity of the research question, chosen qualitative research approach and presented findings.

Prüfungsmodalitäten, -formen / exam assessments and forms

Paper (ca. 20 pages)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

In-class presentation on assigned topic

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Compulsory elective module in the Master course General Management (M.A.) and obligatory module in the Master course Philosophy, Politics and Economics (M.A.)

Lernmaterial, Literaturangaben / learning material, literature

Savin-Baden, M. & Howell Major, C. (2013). Qualitative Research. The essential guide to theory and practice. Routledge
 Charmaz, K. (2014) Grounded theory in global perspective: Reviews by international researchers. Qualitative Inquiry, 20 (9), 1074-1084.
 DeCuir-Gunby, J.T., Marshall, P.L., & McCulloch, A.W. (2012). Developing and using a codebook for the analysis of interview data: an example from a professional development research project. Field Methods, 23(2), 136-155.
 Gladstone, B.M., McKeever, P., Seeman, M., & Boydell, K.M. (2014). Analysis of a support group for children of parents with mental illnesses: Managing stressful situations. Qualitative Health

Research,24(9), 1171-1182.

Fleming, J., Beresford, P., Bewley, C., Croft, S., Branfield, F. Postle, K., & Turner, M. (2014). Working together – innovative collaboration in social care research. *Qualitative Social Work*, 13(5),706-722.

Flyvbjerg, B. (2006), Five misunderstandings about case-study research. *Qualitative Inquiry* 12 (2), 219-245.

Kearns, K. (2014). Working reflexively with ethical complexity in narrative research with disadvantaged young people. *Qualitative Social Work*, 13(4), 502-521.

Koenig, T.L., Lee, J.H., Macmillan, K.R., Fields, N.L., & Spano, R. (2014). Older adult and family member perspectives of the decision-making process involved in moving to assisted living. *Qualitative Social Work*, 13(3), 335-350.

Krummacker, S. & Vogel, B. (2013). An in-depth view of the facets, antecedents, and effects of leaders' change competency: Lessons from a case study. *The Journal of Applied Behavioral Science*, 49(3), 279-307.

St. Pierre, E.A. & Jackson, A.Y. (2014). Qualitative data analysis after coding. *Qualitative Inquiry*, 20(6), 715–719.

Thomas, D. R. (2006). A general inductive approach for analyzing qualitative evaluation data. *American Journal of Evaluation*, 27(2), 237-246.

Tracy, S. J. (2010). Qualitative quality: Eight “big-tent” criteria for excellent qualitative research. *Qualitative inquiry*, 16(10), 837-851.

Van de Wiel, M. W. J., Van den Bossche, P., Janssen, S., & Jossberger, H. (2011). Exploring deliberate practice in medicine: how do physicians learn in the workplace? *Advances in Health Sciences Education: Theory and Practice*, 16(1), 81–95.

Weitere Informationen / other information

Zum erfolgreichen Abschluss der Modulgruppe „Advanced Methods“ (Wahlpflicht) müssen 15 ECTS-Punkte erreicht werden.

Successful completion of the module group “Advanced Methods” (compulsory elective) requires 15 ECTS- credits.

MS-WPM-1804	Advanced Market Research
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Michael Steiner
ECTS/credits, Worklad:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	2. Semester / <i>2nd Semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / *short description*

Any decision that managers need to make is based on data. Marketing managers, for example, need to understand their customers' needs and (based on this data) can define distinct customer groups and develop products for them. Managers need to understand the effect of changes to the marketing mix (e.g. the effect of price changes or new advertising campaigns). This lecture introduces students to the most commonly used survey and analysis techniques from marketing.

Students will learn how to:

- Survey respondents' needs and preferences (Survey Design)
- Predict future market share for certain products or alternative prices (Conjoint analysis)
- Identify outliers in the data and to define customer groups (Cluster Analysis)
- Assess the effect of single changes to the marketing mix (Analysis of Variance and Regression Analysis)

This lecture is not a common lecture on statistics; besides providing students with statistical knowledge, it focuses on the methods' application. Students also learn how to use common software such as SPSS or open-source software such as Jasp.

Students are also asked to conduct an own research project, i.e. define a research question, develop a questionnaire and program an online survey, collect data, analyze it and present and discuss the project's results.

Lehrveranstaltungen (Teilmodule) / *courses (module elements)*

Advanced Market Research (Prof. Dr. Michael Steiner)

Lehrformen, methodische Umsetzung / *methodic implementation*

Lecture & tutorial

Teilnahmevoraussetzungen / *admission requirements*

None

Lernziele, Kompetenzen / *learning objectives, competences*

Wissensverbreiterung
und -vertiefung /

After participating successfully in this lecture, students should be able to know the underlying idea of common approaches such as ANOVA, regression

<i>Extending and consolidating knowledge</i>	analysis, cluster analysis and conjoint analysis, describe these approaches, describe contexts in which these methods are applicable and be able to justify reasons for this choice, and interpret a study's results and derive marketing actions from it.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	After participating successfully in this lecture, students should be able to recommend and justify a method to address a specific research problem, evaluate the results quality based on several validity measures and significance tests, and develop a survey or experimental design, develop hypotheses and collect data.
Systemische Kompetenzen / <i>Systemic competences</i>	After participating successfully in this lecture, students should be able to apply the survey and estimation techniques discussed in this lecture in their own research context, calculate relevant statistics such as significance tests and validity measures, prove significant relationships and test hypotheses, and verify the validity of a study's results
Kommunikative Kompetenzen / <i>Communicative competences</i>	After participating successfully in this lecture, students should be able to evaluate the results, summarize the main findings and justify marketing actions, classify distinct groups of customer or competitor groups, diagnose effects of managerial actions, and present and discuss a study's results.

Prüfungsmodalitäten, -formen / exam assessments and forms

Written Exam 90 min.

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

None

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Compulsory elective module in the Master course General Management (M.A.)

Lernmaterial, Literaturangaben / learning material, literature

Iacobucci, D.; Churchill, G. A. (2010) Marketing Research – Methodological Foundations, international edition, 10th edition, Fort Worth.
 Hair, J.F.; Black, W.C.; Babin, B.J.; Anderson, R.E. (2009) Multivariate Data Analysis, Pearson Education, Harlow.
 Additional journal papers and book chapters presented during the lecture.

Weitere Informationen / *other information*

Zum erfolgreichen Abschluss der Modulgruppe „Advanced Methods“ (Wahlpflicht) müssen 15 ECTS-Punkte erreicht werden.

Successful completion of the module group “Advanced Methods” (compulsory elective) requires 15 ECTS- credits.

Modulgruppe „Studium fundamentale“
(Wahlpflicht)/
Module Group “Studium fundamentale“ (Compulsory Elective)

MS-WSf-1801	Studium fundamentale
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prodekan Lehre
ECTS/credits, Workload:	15 Kontaktzeit/ <i>contact hours</i> : 90 h Selbststudium/ <i>self study</i> : 360 h
Studiensemester / <i>In Semester:</i>	Ab 1. Semester / <i>from 1th Semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

Das Studium fundamentale bietet jedes Semester eine breite Palette von Veranstaltungen in den Kompetenzbereichen Reflexion, Kommunikation und künstlerische Erfahrung an. Es bietet exemplarische Einblicke in verschiedene Theorieformen, Praktiken und Erfahrungsmöglichkeiten in unterschiedlicher Nähe und Ferne zum eigenen Studienfach. Anregungen zur persönlichen Weiterentwicklung (Persönlichkeitsbildung) sind ein Querschnittziel des Studium fundamentale.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminare und andere Veranstaltungsformate in den Bereichen

- reflexive Kompetenz
- kommunikative Kompetenz
- künstlerische Kompetenz

Das Veranstaltungsangebot wird semesterweise von der Fakultät für Kulturreflexion und Studium fundamentale gestaltet. Der Dozentenpool umfasst alle Dozenten bzw. Dozentinnen sowie alle Lehrbeauftragte der UW/H.

Lehrformen, methodische Umsetzung / methodic implementation

Seminare, Übungen, Blockseminare, Exkursionen, Aufführungen

Teilnahmevoraussetzungen / admission requirements

Keine

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und -vertiefung /
Extending and consolidating knowledge

Das fächerübergreifende Studium fundamentale bietet den Studierenden aller an der Universität vertretenen Fachrichtungen ein differenziertes Angebot (ca. 50 Veranstaltungen pro Semester), um Denkweisen des eigenen Fachs zu reflektieren sowie die Denkweisen anderer wissenschaftlicher Disziplinen, aber auch Formen der künstlerischen Praxis kennen zu lernen.

Kommunikative Kompetenzen /
Communicative competences

Die Studierenden können ihre Reflexions-, Verständigungs- und Organisationsfähigkeit verbessern, entfalten künstlerisches, politisches und gesellschaftliches Engagement, üben sich im Perspektivenwechsel, knüpfen

	Kontakte und erfahren persönliche und fachliche Anregungen, um über fachdisziplinäre Grenzen hinweg ihr akademisches und persönliches Profil weiterzuentwickeln.
Prüfungsmodalitäten, -formen / <i>exam assessments and forms</i>	
Alle nach Studien- und Prüfungsformen vorgesehenen Prüfungsformen	
Voraussetzungen für die Vergabe von Kreditpunkten / <i>precondition for award of credits</i>	
Nachweis der benoteten Prüfungsleistungen, siehe Merkblatt der Fakultät für Kulturreflexion und Studium fundamentale.	
Stellenwert der Note in der Endnote / <i>weight of grade for final grade</i>	
Entsprechend der Studien- und Prüfungsordnung anteilig nach ECTS-Punkten	
Unterrichtssprache / <i>teaching language</i>	
<input checked="" type="checkbox"/> Deutsch <input checked="" type="checkbox"/> English Dozenten- und veranstaltungsabhängig	
Verwendung des Moduls (in anderen Studiengängen) / <i>module applicability</i>	
alle grundständigen Studiengänge der Universität Witten/Herdecke	
Lernmaterial, Literaturangaben / <i>learning material, literature</i>	
veranstaltungsabhängig	

**Wahlmodule
mit Vertiefungen /**
Elective Modules and Majors

Modulgruppe und Vertiefung „Strategie“
(Wahlpflicht/Wahl) /
Module Group and Major “Strategy”
(Compulsory Elective/Elective)

MS-WSt-1801	Economics of Strategy
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Marcel Hülsbeck
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	3. Semester / <i>3rd Semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

Strategy is crucial to organizational success and long-term survival. The objective of this course is to study and analyze strategic decision making based on sound and enduring economic principles. The central theme of the course is that - while businesses, industries and contexts change – basic principles of organizing one’s own business for success do not change over time.

Therefore this course is not concerned with teaching “tools” or fashionable management concepts that will age over time. The goal is to understand guiding principles of economic decision making in order to create own tools and heuristics. These concepts will then be applied to the analysis (and development) of business case studies.

Topics covered in this course include:

- Horizontal Boundaries of the Firm
- Vertical Boundaries, Integration and its Alternatives
- Competitors and Competition
- Strategic Commitment
- Market Entry and Exit
- Positioning for Competitive Advantage
- Sustaining Competitive Advantage

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Lecture “Economics of Strategy” (Lecturer: Prof. Dr. Marcel Hülsbeck)
Case Study Tutorial (Lecturer Prof. Dr. Marcel Hülsbeck)

Lehrformen, methodische Umsetzung / methodic implementation

Interactive lecture, case presentations, group discussion

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung
und –vertiefung /
Extending and

Students are able to define and to describe basic parameters of strategic decision making in economic terms. They are able to distinguish between internal (e.g. firm size) and external (e.g. competition) aspects that influence a

<i>consolidating knowledge</i>	firm`s strategy. Students are able to analyze complex real world situations using economic theory and to formulate hypotheses about possible organizational and market outcomes. They are able to develop alternative solutions to strategic problems in organizations and to recommend alternative ways of action and implementation.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	Students are able to extract relevant qualitative and quantitative information from real world and complex organizational situations. They are able to present these problems and possible solutions to a group of peers as well as to experts in the field. They are able to formulate assumptions and to verify or falsify these assumptions using economic principles.
Systemische Kompetenzen / <i>Systemic competences</i>	Students are able to combine relevant information with economic principles and arrive at decisions under uncertainty and incomplete information.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Students are able to formulate strategic plans and to present, discuss and defend them in the presence of experts in the field.

Prüfungsmodalitäten, -formen / exam assessments and forms

Oral exam (30 minutes per Person)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Case study presentation in class

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Lernmaterial, Literaturangaben / learning material, literature

Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2009). Economics of strategy. John Wiley & Sons.

A varying portfolio of Harvard Business School Case Studies
Additional reading material (published peer-reviewed papers on strategic management) will be announced in class

Weitere Informationen / other information

Wahlpflichtmodul in der Modulgruppe „Strategy“ / *Compulsory elective module in module group*

“Strategy”

Wahlpflichtmodul in der Vertiefung „Strategy“ / *Compulsory elective module in major “Strategy”*

MS-WSt-1802	International Strategy
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Guido Möllering
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	2. Semester / 2 nd semester
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

International Strategy concerns the specific opportunities and challenges arising from doing business across borders and within a globalized economy. This module examines core strategic topics and the conceptual and theoretical foundations of International Strategy, key aspects of the international environment, coordination issues in multinationals and the main options for organizing and managing international operations. A special emphasis is placed on the idea that International Strategy often implies managing a network of subsidiaries and business partners. Students deepen and apply their knowledge by discussing many case studies in class.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar „Main Topics in International Strategy“ (3 ECTS; Contact hours 20 h; Self-study 70 h),
Lecturer: Prof. Dr. Guido Möllering, N.N.;

Practical Application „Case Studies in Strategic International Management“ (2 ECTS; Contact hours 10 h; Self-study 50 h), LECTurer: Prof. Dr. Guido Möllering, N.N.

Lehrformen, methodische Umsetzung / methodic implementation

Seminar (Readings, Discussion), Case Study Presentations

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung
und –vertiefung /
*Extending and
consolidating
knowledge*

Having completed this module, students will be able to describe key concepts, drivers and implications of international strategy, explain which opportunities and threats international business entails, distinguish among a range of forms and modes in international strategy

Instrumentale
Kompetenzen /
*Instrumental
competences*

Having completed this module, students will be able to assess which management approaches are suited for different conditions, draw on appropriate analytical tools for handling strategic challenges, anticipate areas of potential conflict in international operations.

Systemische Kompetenzen / <i>Systemic competences</i>	Having completed this module, students will be able to appreciate the embedded and networked nature of international strategy, understand their own role as managers in the globalized economy, take a critical stance on multinational firms' activities around the world.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Having completed this module, students will be able to discuss clearly and competently with experts on international strategy, communicate international issues to colleagues and business partners, demonstrate cross-cultural awareness in interaction with others.

Prüfungsmodalitäten, -formen / exam assessments and forms

Written exam (60 minutes)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

In class case study presentation

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

This module is open to students from the Master courses Strategy & Organization (M.Sc.) and Philosophy, Politics and Economics (M.A.).

Lernmaterial, Literaturangaben / learning material, literature

Morschett, D., Schramm-Klein, H., Zentes, J. (2015) Strategic International Management: Text and Cases, 3rd ed., Springer Gabler [ISBN: 978-3-658-07883-6]

Weitere Informationen / other information

Wahlpflichtmodul in der Modulgruppe „Strategy“ / *Compulsory elective module in module group „Strategy“*

Wahlpflichtmodul in der Vertiefung „Strategy“ / *Compulsory elective module in major „Strategy“*

MS-WSt-1803	Strategy Implementation
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Erik Strauß
ECTS/credits, Worklad:	5 Kontaktzeit/ <i>contact hours</i> : 40 h Selbststudium/ <i>self study</i> : 110 h
Studiensemester / <i>In Semester:</i>	3. Semester / <i>3rd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

To perform successfully and sustainably, organizations need to develop an appropriate strategy which considers their internal resources against the background of the needs of the (societal, legal and environmental) contexts they are operating in. However, strategy itself is just a first step towards organizational success because without strategy implementation the objectives of the strategy will not be turned into corporate reality. Therefore, the seminar “Strategy Implementation” focuses on how organizational members (such as managers) can use different kinds of tools such as management control systems to implement corporate strategy. Particular attention is being paid to the social and behavioral aspects of management controls. Additionally, the seminar also considers contextual influence factors that shape strategy implementation like, for example, Sarbanes-Oxley Act, CO2 emission rights, ethical issues or digitalization.

Based on a case study approach drawn from an international range of firms and companies, the course will offer students an in-depth analysis of the relationship between management theory and practice, with references to a host of specific decision-making situations. They will learn to assess management control-related tools, including Balanced Scorecards and EVA, as well as non-financial measures of performance.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Prof. Dr. Erik Strauß

Lehrformen, methodische Umsetzung / methodic implementation

Case based teaching, group work, essays

Teilnahmevoraussetzungen / admission requirements

None. Basic management accounting knowledge is recommended

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und -vertiefung /
Extending and consolidating knowledge

After successfully participating in this seminar, students will have the skills to

- define all relevant terms and concepts of strategy implementation and management control theory
- distinguish different forms of controls

	<ul style="list-style-type: none"> • distinguish behavioral aspects of strategy implementation • distinguish different forms of case studies
Instrumentale Kompetenzen / <i>Instrumental competences</i>	<p>After successfully participating in this seminar, students will have the skills to</p> <ul style="list-style-type: none"> • develop and use tools of strategy implementation • use different forms of management control systems • moderate case study related discussions • solve different kind of case studies
Systemische Kompetenzen / <i>Systemic competences</i>	<p>After successfully participating in this seminar, students will have the skills to</p> <ul style="list-style-type: none"> • gather, evaluate and interpret relevant information for strategy implementation • gather, evaluate and interpret relevant information for designing management control systems • provide recommendations for strategic decisions regarding strategy implementation • independently study advanced methods and theories of strategy implementation and management control (systems)
Kommunikative Kompetenzen / <i>Communicative competences</i>	<p>After successfully participating in this seminar, students will have the skills to</p> <ul style="list-style-type: none"> • discuss the fundamentals of strategy implementation and management control systems with experts from academia and corporate practice • discuss ideas, problems, and solutions of strategy implementation and management control systems at the academic level

Prüfungsmodalitäten, -formen / exam assessments and forms

Paper (about 20 pages)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Successful participation in in-class-room discussions and written essay

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Lernmaterial, Literaturangaben / learning material, literature

Merchant, K.; Van der Stede, W. (2017): Management Control Systems: Performance Measurement, Evaluation and Incentives, 4th edition, New York.

Weitere Informationen / *other information*

Wahlpflichtmodul in der Modulgruppe „Strategy“ / *Compulsory elective module in module group “Strategy”*

Wahlpflichtmodul in der Vertiefung „Strategy“ / *Compulsory elective module in major “Strategy”*

MS-WSt-1804	Strategic Brand Management
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Michael Steiner
ECTS/credits, Worklad:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	2. Semester / <i>2nd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

On one hand, consumers are confronted with an endless number of product offers, brands and media messages in their everyday life. This information overload especially affects brand communication. It is becoming increasingly difficult to build strong brands.

On the other hand, brands are the most valuable asset for most firms. Thus, building strong brands is of utmost strategic importance. Brands are relevant in B2C and B2B markets alike. Strong brand reduce customers' perceived risk, help them belonging to a certain peer group, and reduce search costs. Moreover, strong brands are also the basis for future growth since companies are more likely to successfully enter new product categories or geographical markets.

This lecture introduces students to fundamentals in strategic brand management. Moreover, students will discuss recent research findings. Students will discuss the following topics:

- What constitutes a brand?
- Why are brands so important? How do brands influence consumers' decision making in B2B and B2c markets? What is their influence on the 4Ps of marketing?
- What is brand equity? What are common characteristics/dimensions to describe consumers perceptions of brands?
- How can companies manage brands? How can they assess the current state of the brand and derive branding strategies (e.g. reinforcement or repositioning strategies) from that data?
- How should companies position their brands?
- How can companies manage multiple brands? What brand architecture should they use in a specific competitive environment?
- How can corporate brands be managed? What is the difference when managing product brands and corporate brands?
- Managers can use multiple brands at different hierarchy levels when marketing their products (e.g. the corporate brand, the umbrella brand, the product brand, and a modifier). When should companies use which brand type?
- How should companies develop brand elements (e.g. brand names, logos etc.) ti effectively differentiate from competition?
- What are the effects (chances and risks) of brand extensions?
- Most newly introduced products are brand extensions. How can managers support the success of brand extensions?
- Brand extensions may also influence the image of the parent brand. When should managers expect positive or negative feedback effects?
- When should managers engage in brand alliances? How should they select a partnering firm/brand?
- How can managers measure brand equity (short-term brand equity and long-term equity)? Are these measures actionable? When should companies use/not use these measures?

Lehrveranstaltungen (Teilmodule) / courses (module elements)	
Strategic Brand Management (Prof. Dr. Michael Steiner)	
Lehrformen, methodische Umsetzung / methodic implementation	
Lecture	
Teilnahmevoraussetzungen / admission requirements	
None	
Lernziele, Kompetenzen / learning objectives, competences	
Wissensverbreiterung und –vertiefung / <i>Extending and consolidating knowledge</i>	<p>After participating successfully in this lecture, students should be able to:</p> <ul style="list-style-type: none"> • Know relevant terms on brand management • Be able to describe tools that can be used to manage brands and measure brand equity • Be able to describe real world brand strategies and be able to justify reasons for this choice • Understand and give examples for different branding strategies and brand architectures • Categorize different branding strategies
Instrumentale Kompetenzen / <i>Instrumental competences</i>	<p>After participating successfully in this lecture, students should be able to:</p> <ul style="list-style-type: none"> • Evaluate different branding strategies based on the competitive environment • Recommend and justify a branding strategy that is likely to increase brand value and firm’s long-term revenue • Recommend actions to increase the success of brand elements and brand extensions • Recommend actions to avoid negative feedback effects in the context of brand extensions • Evaluate the applicability of different approaches to measure current and predict future brand equity
Systemische Kompetenzen / <i>Systemic competences</i>	<p>After participating successfully in this lecture, students should be able to:</p> <ul style="list-style-type: none"> • Identify relevant approaches and apply market data to define branding strategies and are able to decide whether to reposition a brand or to reinforce its brand image • To define branding strategies and to illustrate their effects on firms/product success • Demonstrate the impact of different factors on new product success • Verify the applicability of different approaches to measure brand equity
Kommunikative Kompetenzen / <i>Communicative competences</i>	<p>After participating successfully in this lecture, students should be able to:</p> <ul style="list-style-type: none"> • Justify the selection of positioning approaches and brandings strategies they have developed • Compare different branding options and predict its effect of a firm’s success

	<ul style="list-style-type: none"> • Summarize potential brand extension success factors and select those that are most likely to increase new product success • Divide marketing-strategies into relevant subdomains and to structure data accordingly • Choose relevant information, justify own strategic decisions, scrutinize existing strategies, and determine probabilities of success of different strategies
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Prüfungsmodalitäten, -formen / exam assessments and forms

Written exam (60 minutes)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

None

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Lernmaterial, Literaturangaben / learning material, literature

Keller, K.L. (2012): Strategic Brand Management, 4th edition, Pearson Education, Harlow.

Additional journal papers presented during the lecture.

Weitere Informationen / other information

Wahlpflichtmodul in der Modulgruppe „Strategy“ / *Compulsory elective module in module group “Strategy”*

Wahlpflichtmodul in der Vertiefung „Strategy“ / *Compulsory elective module in major “Strategy”*

MS-WSt-1805	Strategic Corporate Social Responsibility
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Guido Möllering
ECTS/credits, Worklad:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	3. Semester / <i>3rd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / 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. Students work on case studies that illustrate and expand the CSR-shaped approach to strategic management as a matter of sustainable value creation within organizations and organizational networks and fields.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar „Main Topics in Strategic Corporate Social Responsibility“ (3 ECTS; Contact hours 20 h; Self-study 70 h), Lecturer: Prof. Dr. Guido Möllering, N.N.;

Practical Application „Case Studies in Strategic Corporate Social Responsibility“ (2 ECTS; Contact hours 10 h; Self-study 50 h), Lecturer: Prof. Dr. Guido Möllering, N.N.

Lehrformen, methodische Umsetzung / methodic implementation

Seminar (Readings, Discussion), Case Study Presentations, Guest Lectures

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung
und –vertiefung /
*Extending and
consolidating
knowledge*

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, distinguish among a range of forms and modes implementing CSR.

Instrumentale
Kompetenzen /
*Instrumental
competences*

Having completed this module, students will be able to assess which CSR approaches are suited for different conditions, draw on appropriate analytical tools for handling CSR, anticipate areas of potential conflict around CSR and sustainability.

Systemische Kompetenzen / <i>Systemic competences</i>	Having completed this module, students will be able to assess the societal embeddedness of strategic management, act upon their own social responsibility as managers, take a critical stance on firms' current CSR policies.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Having completed this module, students will be able to discuss clearly and competently with CSR experts, communicate CSR issues to colleagues and business partners, demonstrate CSR awareness in interaction with others.

Prüfungsmodalitäten, -formen / exam assessments and forms

Written exam (60 minutes)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

In class case study presentation

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

This elective module is open to students from the Master courses General Management (M.A.) and Philosophy, Politics and Economics (M.A.).

Lernmaterial, Literaturangaben / learning material, literature

Chandler, D. (2016) Strategic Corporate Social Responsibility: Sustainable Value Creation, 4th Edition. London: Sage

Weitere Informationen / other information

Wahlpflichtmodul in der Modulgruppe „Strategy“ / *Compulsory elective module in module group “Strategy”*

Wahlpflichtmodul in der Vertiefung „Strategy“ / *Compulsory elective module in major “Strategy”*

MS-WSt-1806	Current Issues in Strategy
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Guido Möllering
ECTS/credits, Worklad:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium (tw. betreut)/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	Ab 2. Semester / <i>from 2nd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

This module provides courses on Current Issues in the field of Strategy. The specific topics will be different ones in different terms. Lecturers will be different professors of the faculty (yearly rotation)

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar

Lehrformen, methodische Umsetzung / methodic implementation

The methodic implementation will be in the responsibility of the instructor

Teilnahmevoraussetzungen / admission requirements

Completion of the Kick-off Project, Theories of Strategic Management and Theories of Organization

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and consolidating knowledge</i>	Students have acquainted profound knowledge of topics taught in the module.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	Students learn how to develop their own questions and example related to the studied topics.
Systemische Kompetenzen / <i>Systemic competences</i>	Students apply the concepts studied in the module to real-life examples
Kommunikative Kompetenzen / <i>Communicative competences</i>	Students work in a team in certain stages of the course, they present their own thoughts and defend them against objections.

Prüfungsmodalitäten, -formen / exam assessments and forms

Paper (about 20 pages)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

In class presentation of assigned topic

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Lernmaterial, Literaturangaben / learning material, literature

A reader of relevant literature will be supplied depending on the specific topics taught within the module

Weitere Informationen / other information

Wahlpflichtmodul in der Modulgruppe „Strategy“ / *Compulsory elective module in module group “Strategy”*

Wahlpflichtmodul in der Vertiefung „Strategy“ / *Compulsory elective module in major “Strategy”*

MS-WSt-1807	Independent Study in Strategic Management	
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Vice Dean of Studies	
ECTS/credits, Worklad:	5	Selbststudium/ <i>self study</i> : 150 h
Studiensemester / <i>In Semester:</i>	2. - 4. Semester	
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term	<input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / 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.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Individual supervision and mentoring.

Lehrformen, methodische Umsetzung / 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 of Studies.

Teilnahmevoraussetzungen / admission requirements

Students must have successfully completed the compulsory module „Theories of Strategic Management“ and the Module Group „Advanced Methods“. They need to develop a project proposal that needs to be approved by the Vice Dean of Studies before starting the project.

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and consolidating knowledge</i>	Students gain a deeper understanding in a relevant and individual field of Strategic Management.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	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.
Systemische Kompetenzen /	Students are able to utilize the scientific method to answer strategic questions. They are able to draw inferences from the existing research literature towards

<i>Systemic competences</i>	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.
Kommunikative Kompetenzen / <i>Communicative competences</i>	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.

Prüfungsmodalitäten, -formen / exam assessments and forms

Research Paper (about 20 pages)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Lernmaterial, Literaturangaben / learning material, literature

Search and identification of relevant literature is part of the research project

Weitere Informationen / other information

Wahlpflichtmodul in der Modulgruppe „Strategy“ / *Compulsory elective module in module group “Strategy”*

Wahlpflichtmodul in der Vertiefung „Strategy“ / *Compulsory elective module in major “Strategy”*

Wichtiger Hinweis:

Prüfungsleistungen für dieses Modul können nur nach erfolgreicher Antragstellung an die Modulbeauftragte bzw. den Modulbeauftragten erbracht werden. Der Antrag muss einen Zeit- und Projektplan, eine Vereinbarung von Bewertungskriterien sowie eine Betätigung des Betreuers/der Betreuerin enthalten. Die Antragsstellung muss vor Beginn der Studienarbeit/des Praxisprojektes erfolgen. Der Antrag muss im Prüfungssekretariat eingereicht und von der/dem Vorsitzende/n des Prüfungsausschusses genehmigt werden.

Important Notice:

Students may only acquire credits and take examinations in this module after successful application with the Module Supervisor. The application comprises a schedule and a project plan, an agreement concerning assessment criteria and the approval by the supervisor. Applications must be submitted before commencement of the study or the project. Accepted applications must be submitted to the examination office for final approval by the Chair of the examination board.

Modulgruppe und Vertiefung „Organization“
(Wahlpflicht/Wahl) /
*Module Group and Major “Organization” (Compulsory
Elective/Elective)*

MS-WOr-1801	Organizational Culture and Change
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Guido Möllering
ECTS/credits, Worklad:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	2. Semester / <i>2nd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

This module critically evaluates the notion of organizational culture and its implications for management. We review the meaning of organizational culture, emphasizing the role of metaphors, and we connect culture to key organizational topics such as identity, performance, strategy and leadership. A contentious issue has been the relationship between culture and change. Hence the module reviews main approaches in change management with a particular focus on cultural change and the role of culture in organizational change. Students work on a project to investigate practical cases of organizational culture and change.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar „Challenges of Organizational Culture“ (3 ECTS; Contact hours 20 h; Self-study 70 h),
Lecturer: Prof. Dr. Guido Möllering, N.N.;

Practical Application „Managing Change“ (2 ECTS; Contact hours 10 h; Self-study 50 h), Lecturer:
Prof. Dr. Guido Möllering, N.N.

Lehrformen, methodische Umsetzung / methodic implementation

Seminar (Readings, Discussion), Project Report, Guest Lectures

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung
und –vertiefung /
*Extending and
consolidating
knowledge*

Having completed this module, students will be able to describe key concepts or organizational culture and change, explain the ongoing debates around “managing culture, distinguish among a range of forms and modes of implementing organizational change and anticipate their cultural implications.

Instrumentale
Kompetenzen /
*Instrumental
competences*

Having completed this module, students will be able to assess which organizational change approaches are suited for different conditions with a particular emphasis on cultural context, draw on appropriate analytical tools for describing and evaluating organizational cultures and identifying potential for change, anticipate areas of potential conflict in organizational change when

	culture is affected.
Systemische Kompetenzen / <i>Systemic competences</i>	Having completed this module, students will be able to assess organizational cultures within societal (macro-) cultures, act upon their own responsibility as promoters of culture-sensitive organizational change, take a critical stance on firms' current practices relating to organizational culture and change.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Having completed this module, students will be able to discuss clearly and competently with culture and change experts, communicate issues around organizational culture and change to colleagues and business partners, facilitate processes of organizational change by creating cultural awareness.

Prüfungsmodalitäten, -formen / exam assessments and forms

Written exam (60 minutes)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

In class presentation of student project

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Lernmaterial, Literaturangaben / learning material, literature

Alvesson, M. (2013): Understanding organizational culture (2nd ed.) London: Sage.
Burnes, B. (2014) Managing Change (6th ed.) Harlow: Pearson Education.

Weitere Informationen / other information

Wahlpflichtmodul in der Vertiefung „Organization“ / *Compulsory elective module in major „Organization“*

Weitere Informationen / other information

Wahlpflichtmodul in der Modulgruppe „Organization“ / *Compulsory elective module in module group „Organization“*

Wahlpflichtmodul in der Vertiefung „Organization“ / *Compulsory elective module in major „Organization“*

MS-WOr-1802	Ethical Issues in Organizations
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Guido Möllering
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	2. Semester / <i>2nd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / 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. We cover ethical foundations in philosophy, ethical decision making, communication, leadership, diversity and organizational implications. Students learn how to identify and deal with the many ethical dilemmas occurring in organizations. They work on a project tracing a real-life ethical issue in an organization and develop their moral standpoint as well as ethical management skills.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar „Organizational Ethics“ (3 ECTS; Contact hours 20 h; Self-study 70 h), Lecturer Prof. Dr. Guido Möllering, N.N.;

Project „Identifying and Managing Ethical Issues in Organizations“ (2 ECTS; Contact hours 10 h; Self-study 50 h), Lecturer: Prof. Dr. Guido Möllering, N.N.

Lehrformen, methodische Umsetzung / methodic implementation

Seminar (readings, discussion), student project, guest lectures

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung
und –vertiefung /
*Extending and
consolidating
knowledge*

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, distinguish among a range of forms and modes of evaluating ethics in organizational contexts.

Instrumentale
Kompetenzen /
*Instrumental
competences*

Having completed this module, 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.

Systemische Kompetenzen / <i>Systemic competences</i>	Having completed this module, 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.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Having completed this module, 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.

Prüfungsmodalitäten, -formen / exam assessments and forms

Project report (about 20 pages)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

This module is open to students from the Master courses General Management (M.A.) and Philosophy, Politics and Economics (M.A.).

Lernmaterial, Literaturangaben / learning material, literature

Johnson, C.E. (2015): Organizational Ethics: A Practical Approach (3rd ed.) London: Sage.

Weitere Informationen / other information

Wahlpflichtmodul in der Modulgruppe „Organization“ / *Compulsory elective module in module group “Organization”*

Wahlpflichtmodul in der Vertiefung „Organization“ / *Compulsory elective module in major “Organization”*

MS-WOr-1803	Theories of Leadership in Organizations
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Marcel Hülsbeck
ECTS/credits, Worklad:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	3. Semester / <i>3rd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

“*The situation is under control. Go back to your cabins.*” (Officer aboard the M/S Costa Concordia). The Costa Concordia disaster shows the negative impact leadership can have in a crisis event. It is the leader’s job to assist others in achieving their goals and to provide direction through communication and support to make sure that the goals are compatible with the overall objectives of the organization (Robbins & Judge, 2015). In the case of the Costa Concordia, the lack of effective leadership contributed to the severity of the accident. There was chaos, confusion, and a lack of communication mainly because neither the Captain nor the crew from the bridge coordinated the necessary emergency procedures to abandon the ship.

Many issues involving leadership like the one described above can be understood in terms of individual characteristics of the leader, as performance, or as situational factors that promote or hinder leadership development. The present course deals with these issues and examines leadership from a theoretical & research perspective. We will analyze different theories and concepts of leadership that help us understand how leadership emerges, what role followers play, and what individual and social factors influence leadership. Central theories are: authentic leadership, transformational and transactional leadership, shared leadership, complex leadership, and virtual leadership.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Lecturer: Prof. Dr. Marcel Hülsbeck

Lehrformen, methodische Umsetzung / methodic implementation

Interactive seminar with introductions, discussions, and lectures; group work and presentations by students

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung
und –vertiefung /
*Extending and
consolidating
knowledge*

Students gain knowledge and get acquainted with concepts and theories of leadership development and factors influencing leadership. Students are able to apply and communicate theories to explain leadership development. Students are encouraged to relate theories of leadership to their own experiences to get

	insight how these are useful for understanding daily issues around leadership.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	Students are able to recognize the need for leadership in organizations and groups. Students demonstrate analytical skills to identify existing deficits and formulate implications based on existing leadership theories.
Systemische Kompetenzen / <i>Systemic competences</i>	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. They are also able to use methods and instruments to assess leadership and factors affecting leadership to analyze the underlying rationale.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Students can integrate leadership theories into the context of existing organizational theories and accompany them. 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.

Prüfungsmodalitäten, -formen / exam assessments and forms

Paper (about 20 pages)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

In class presentation of assigned topic

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Lernmaterial, Literaturangaben / learning material, literature

Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current Theories, Research, and Future Directions. *Annual Review of Psychology*, 60(1), 421–449.

Bass, B. M., Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. *Leadership Quarterly*, 10, 181–217.

Bass, B. M., Avolio, B. J., Jung, D. I., Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88, 207–18.

Carson, J. B., Tesluk, P. E., Marrone, J. A. (2007). Shared leadership in teams: an investigation of antecedent conditions and performance. *Academy of Management Journal*, 50, 1217–34.

- Day, D. V., Gronn, P., Salas, E. (2004). Leadership capacity in teams. *Leadership Quarterly*, 15, 857–80.
- Dent, E. B., Higgins, A. E., Wharff, D. M. (2005). Spirituality and leadership: an empirical review of definitions, distinctions, and embedded assumptions. *Leadership Quarterly*, 16, 625–53.
- Dionne, S. D., Yammarino, F. J., Howell, J. P., Villa, J. (2005). Substitutes for leadership, or not. *Leadership Quarterly*, 16, 169–93.
- Fry, L. W. (2003). Toward a theory of spiritual leadership. *Leadership Quarterly*, 14, 693–727.
- Gelfand, M. J., Erez, M., Aycan, Z. (2007). Cross-cultural organizational behavior. *Annual Review of Psychology*, 58, 479–514.
- Howell, J. M., Shamir, B. (2005). The role of followers in the charismatic leadership process: relationships and their consequences. *Academy of Management Review*, 30, 96–112.
- Joseph, E. E., Winston, B. E. (2005). A correlation of servant leadership, leader trust, and organizational trust. *Leadership & Organizational Development Journal*, 26, 6–22.
- Kulich, C., Ryan, M. K., Haslam, S.A. (2007). Where is the romance for women leaders? The effects of gender on leadership attributions and performance-based pay. *Applied Psychology*, 56, 582–601.
- Lord, R. G., Hall, R. J. (2005). Identity, deep structure and the development of leadership skill. *Leadership Quarterly*, 16, 591–615.
- Shamir, B. (2007). From passive recipients to active coproducers: followers' roles in the leadership process. In *Follower-Centered Perspectives on Leadership*, in B. Shamir, R. Pillai, M. C. Bligh, M. Uhl-Bien (Eds). Greenwich, CT: Inform Age.
- Uhl-Bien, M., Marion, R., McKelvey, B. (2007). Complexity leadership theory: shifting leadership from the Industrial Age to the Knowledge Era. *Leadership Quarterly*, 18, 298–318.
- Wang, H., Law, K. S., Hackett, R. D., Wang, D. X., Chen, Z. X. (2005). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. *Academy of Management Journal*, 48, 420–32.
- Yukl, G. (1999). An evaluation of conceptual weaknesses in transformational and charismatic leadership theories. *Leadership Quarterly*, 10, 285–305.
- Zaccaro, S. J., Bader, P. (2003). E-leadership and the challenges of leading E-teams: minimizing the bad and maximizing the good. *Organization Dynamics*, 31, 377–87.
- Zigurs I. (2003). Leadership in virtual teams: oxymoron or opportunity? *Organization Dynamics*, 31, 339–51.

Weitere Informationen / other information

Wahlpflichtmodul in der Modulgruppe „Organization“ / *Compulsory elective module in module group “Organization”*

Wahlpflichtmodul in der Vertiefung „Organization“ / *Compulsory elective module in major “Organization”*

MS-WOr-1804	Inter-organizational Alliances and Networks
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Guido Möllering
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	3. Semester / 3 rd semester
Turnus/Dauer <i>Frequency/Duration:</i>	<input type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

Inter-organizational alliances and networks are increasingly important organizational forms in our times, because it is impossible more than ever to integrate all required capabilities or simply buy them on the spot in markets. But what exactly are the reasons for linking up with other organizations, which forms of collaboration are common, and how are inter-organizational relations to be managed? The seminar addresses these questions from a managerial and organization-theoretical perspective, considering four main types of inter-organizational governance: 1) Strategic Alliances and Networks, 2) Regional Networks and Clusters, 3) Global Production and Supply Networks, and 4) Innovation and Project Networks. Based on the conceptual foundations and an overview of current debates, we will discuss case studies relating to these four types. We will emphasize the managerial challenges faced in such networks and the practices of dealing with them.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar „Alliances and Networks: Theories and Debates“ (3 ECTS; Contact hours 20 h; Self-study 70 h), Lecture “Networks” (2 ECTS; Contact hours 10 h; Self-study 50 h), Lecturer: Prof. Dr. Guido Möllering, N.N.

Lehrformen, methodische Umsetzung / methodic implementation

Seminar (Readings, Discussion), Case Study Presentations, Guest Lectures

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung
und -vertiefung /
*Extending and
consolidating
knowledge*

Having completed this module, students will be able to describe key concepts, drivers and implications of engaging in inter-organizational alliances and networks, explain the ongoing theoretical and practical debates around inter-organizational management, distinguish among a range of forms and modes of implementing inter-organizational alliances and networks.

Instrumentale
Kompetenzen /
Instrumental

Having completed this module, students will be able to assess which inter-organizational approaches are suited for different conditions, draw on

<i>competences</i>	appropriate analytical tools for evaluating and designing effective alliances and networks, anticipate areas of potential conflict in inter-organizational relationships.
Systemische Kompetenzen / <i>Systemic competences</i>	Having completed this module, students will be able to assess the societal embeddedness of alliances and networks, act upon their own responsibility as promoters of collaboration, take a critical stance on firms' current inter-organizational policies.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Having completed this module, students will be able to discuss clearly and competently with alliances and networks experts, communicate issues around inter-organizational collaboration to colleagues and business partners, facilitate the process of forming and developing inter-organizational collaboration

Prüfungsmodalitäten, -formen / exam assessments and forms

Paper (about 20 pages)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

In class presentation of assigned topic

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Lernmaterial, Literaturangaben / learning material, literature

Sydow, J., Schüssler, E., & Müller-Seitz, G. (2016). Managing inter-organizational relations: Debates and cases. London: Palgrave Macmillan.

Weitere Informationen / other information

Wahlpflichtmodul in der Modulgruppe „Organization“ / *Compulsory elective module in module group “Organization”*

Wahlpflichtmodul in der Vertiefung „Organization“ / *Compulsory elective module in major “Organization”*

MS-WOr-1805	Innovationsmanagement
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Sabine Bohnet-Joschko
ECTS/credits, Worklad:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	3. Semester / <i>3rd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input type="checkbox"/> Sommersemester/ <i>summer term</i> <input checked="" type="checkbox"/> Wintersemester/ <i>winter term</i>

Kurzbeschreibung / short description

In einem dynamischen Wettbewerbsumfeld wird Innovationsfähigkeit zur Kernkompetenz von Unternehmen. Das Modul führt in Theorien und Praxis des Innovationsmanagements ein und zeigt auf, wie Managementfunktionen von Strategie, Planung, Organisation, Führung bis zur Evaluation und zum Controlling explizit im Hinblick auf die Förderung von Innovation gestaltet werden können.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar Innovationsmanagement (Prof. Dr. Sabine Bohnet-Joschko)
Fallstudie zum Innovationsmanagement (betreut)

Lehrformen, methodische Umsetzung / methodic implementation

Diskurs, Arbeit in Gruppen, Präsentationen

Teilnahmevoraussetzungen / admission requirements

Keine

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and con- solidating knowledge</i>	<ul style="list-style-type: none"> • Nach Teilnahme an dem Modul können die Studierenden Grundsatzentscheidungen des Innovationsmanagements beschreiben und anhand von Beispielen ausführen. • Sie können wesentliche Innovationsstrategien erklären und vergleichen. • Sie sind in der Lage, verschiedene Möglichkeiten zum Schutz von Innovation zu erklären und Kriterien zur Auswahl geeigneter Schutzstrategien anzuwenden.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	<ul style="list-style-type: none"> • Nach Teilnahme an dem Modul können die Studierenden eigene Vorschläge zur Gestaltung von Innovationsstrategien und -prozessen entwickeln und präsentieren.
Systemische Kompetenzen /	<ul style="list-style-type: none"> • Die Studierenden verstehen die Rolle von Innovation für Wachstum und Entwicklung von Unternehmen.

<i>Systemic competences</i>	
Kommunikative Kompetenzen / <i>Communicative competences</i>	<ul style="list-style-type: none"> Nach Teilnahme an dem Modul können die Studierenden verschiedene Strategien des Innovationsmanagements differenziert diskutieren und vergleichen.

Prüfungsmodalitäten, -formen / exam assessments and forms

Hausarbeit (ca. 20 Seiten)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Beteiligung am Diskurs, Präsentation zu einem Fallbeispiel, bestandene Prüfungsleistung.

Stellenwert der Note in der Endnote / weight of grade for final grade

Entsprechend der Studien- und Prüfungsordnung anteilig nach ECTS-Punkten

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Wahlmodul im Masterstudiengang General Management (M.A.)

Lernmaterial, Literaturangaben / learning material, literature

Hauschildt, J. et al., Innovationsmanagement, München 2016.

Literatur zu Fallstudien wird auf Moodle bereitgestellt.

Weitere Informationen / other information

Wahlpflichtmodul in der Modulgruppe „Organization“ / *Compulsory elective module in module group “Organization”*

Wahlpflichtmodul in der Vertiefung „Organization“ / *Compulsory elective module in major “Organization”*

MS-WOr-1806	Current Issues in Organization
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Guido Möllering
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium (tw. betreut)/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	Ab 2. Semester / <i>from 2nd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

This module provides courses on Current Issues in the field of Organizations. The specific topics will be different ones in different terms. Lecturers will be different professors of the faculty (yearly rotation)

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar

Lehrformen, methodische Umsetzung / methodic implementation

The methodic implementation will be in the responsibility of the instructor

Teilnahmevoraussetzungen / admission requirements

Completion of the Kick-off Project, Theories of Strategic Management and Theories of Organization

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and consolidating knowledge</i>	Students have acquainted profound knowledge of topics taught in the module.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	Students learn how to develop their own questions and example related to the studied topics.
Systemische Kompetenzen / <i>Systemic competences</i>	Students apply the concepts studied in the module to real-life examples
Kommunikative Kompetenzen / <i>Communicative</i>	Students work in a team in certain stages of the course, they present their own thoughts and defend them against objections.

<i>competences</i>	
Prüfungsmodalitäten, -formen / <i>exam assessments and forms</i>	
Paper (about 20 pages)	
Voraussetzungen für die Vergabe von Kreditpunkten / <i>precondition for award of credits</i>	
Stellenwert der Note in der Endnote / <i>weight of grade for final grade</i>	
In proportion to ECTS-Points and according to the study regulation.	
Unterrichtssprache / <i>teaching language</i>	
<input type="checkbox"/> Deutsch <input checked="" type="checkbox"/> English	
Verwendung des Moduls (in anderen Studiengängen) / <i>module applicability</i>	
Lernmaterial, Literaturangaben / <i>learning material, literature</i>	
A reader of relevant literature will be supplied depending on the specific topics taught within the module	
Weitere Informationen / <i>other information</i>	
Wahlpflichtmodul in der Modulgruppe „Organization“ / <i>Compulsory elective module in module group “Organization”</i> Wahlpflichtmodul in der Vertiefung „Organization“ / <i>Compulsory elective module in major “Organization”</i>	

MS-WOr-1807	Independent Study in Organization Theory	
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Vice Dean of Studies	
ECTS/credits, Worklad:	5 Kontaktzeit/ <i>contact hours</i> : 0 h	Selbststudium/ <i>self study</i> : 150 h
Studiensemester / <i>In Semester:</i>	Ab 2. Semester / <i>from 2nd semester</i>	
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term	<input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

The Independent Study in Organization Theory enables students to pursue a self-chosen topic within the field of organization theory 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.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Individual supervision and mentoring.

Lehrformen, methodische Umsetzung / 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 of Studies.

Teilnahmevoraussetzungen / admission requirements

Students must have successfully completed the compulsory module „Theories of Organization“ and the Module Group „Advanced Methods“. They need to develop a project proposal that needs to be approved by the Vice Dean of Studies before starting the project.

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and consolidating knowledge</i>	Students gain a deeper understanding in a relevant and individual field of organization theory.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	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.
Systemische Kompetenzen / <i>Systemic competences</i>	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.
Kommunikative Kompetenzen / <i>Communicative competences</i>	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.

Prüfungsmodalitäten, -formen / exam assessments and forms

Research Paper (about 20 pages)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Lernmaterial, Literaturangaben / learning material, literature

Search and identification of relevant literature is part of the research project

Weitere Informationen / other information

Wahlpflichtmodul in der Modulgruppe „Organization“ / *Compulsory elective module in module group “Organization”*

Wahlpflichtmodul in der Vertiefung „Organization“ / *Compulsory elective module in major “Organization”*

Wichtiger Hinweis:

Prüfungsleistungen für dieses Modul können nur nach erfolgreicher Antragstellung an die Modulbeauftragte bzw. den Modulbeauftragten erbracht werden. Der Antrag muss einen Zeit- und Projektplan, eine Vereinbarung von Bewertungskriterien sowie eine Betätigung des Betreuers/der Betreuerin enthalten. Die Antragsstellung muss vor Beginn der Studienarbeit/des Praxisprojektes erfolgen. Der Antrag muss im Prüfungssekretariat eingereicht und von der/dem Vorsitzende/n des Prüfungsausschusses genehmigt werden.

Important Notice:

Students may only acquire credits and take examinations in this module after successful application with the Module Supervisor. The application comprises a schedule and a project plan, an agreement concerning assessment criteria and the approval by the supervisor. Applications must be submitted before commencement of the study or the project. Accepted applications must be submitted to the examination office for final approval by the Chair of the examination board.

Freier Wahlbereich /
Free Electives

MS-WFW-1801	International Economics
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. André Schmidt
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	2. Semester / <i>2nd Semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> summer term <input type="checkbox"/> winter term

Kurzbeschreibung / short description

The module deals with the basic elements of international economics. Students learn the effects of trade and the theory of comparative advantages. Moreover, students will be confronted with the redistributive effects of globalization under the application of imperfections of international trade. In the module we discuss the different kinds of strategic trade policy and different approaches to influence the pattern of trade. The module mainly covers the following topics:

- Basics of international trade
- Factor price equalization by Heckscher/Ohlin
- Imperfect competition and trade
- Trade policy measures
- Strategic trade policy
- Globalization and international institutions

Lehrveranstaltungen (Teilmodule) / courses (module elements)

The module consists of a seminar unit and a tutorial unit.

Lehrformen, methodische Umsetzung / methodic implementation

The course is organized as a presentation and discussion seminar. After the presentation of the core elements students discuss about the consequences and implications of the theoretical insights for the economic reality.

Teilnahmevoraussetzungen / admission requirements

No admission requirements (introductory course)

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung
und –vertiefung /
*Extending and
consolidating
knowledge*

Students acquire knowledge about the basics international trade and the relevant relationships. They acquire skills for the analysis of trade policy measures, especially in the fields of development economics and regional integration.

Instrumentale Kompetenzen / <i>Instrumental competences</i>	Students learn how to develop their own questions and example related to the studied topics. Moreover, they apply and evaluate the studied methods through the application to practical challenges in policy making and institutional design.
Systemische Kompetenzen / <i>Systemic competences</i>	Students show how the studied concepts and norms have implications for the design of trade policies and institutions. They learn to develop stable predictions about trade policy measures and the relating consequences.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Students work in a team when organizing a discussion in class. Moreover, they work in a team when analyzing and solving the case studies in political design and policy making. 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.

Prüfungsmodalitäten, -formen / exam assessments and forms

Paper (ca. 20 pages)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

This module is open to students from the Master course Philosophy, Politics and Economics (M.A.).

Lernmaterial, Literaturangaben / learning material, literature

Gerber, J. (2014). International Economics, 6 th. Edition. Pearson.
 Krugman, P./ M. Obstfeld, M.Melitz (2015). International Trade: Theory and Policy, Tenth Edition, Pearson.

MS-WFW-1802	Behavioural Economics
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Dirk Sauerland
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	3. Semester / <i>3rd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input type="checkbox"/> summer term <input checked="" type="checkbox"/> winter term

Kurzbeschreibung / short description

This course is meant to provide an overview about the newly established field of behavioural economics (BE). BE is systematically integrating insights from psychology into economic model building. As some national governments have set up “behavioural economics units”, BE is becoming also more influential in (economic) policy making.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

The logic and basic elements of behavioural economics: theory (Prof. Dr. Dirk Sauerland)
Behavioural economics in action: recent applications (Prof. Dr. Dirk Sauerland)

Lehrformen, methodische Umsetzung / methodic implementation

Problem oriented presentation and discussion in small groups

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and consolidating knowledge</i>	Having finished this course successfully, students, will know the historical development of the BE research programme, be able to identify the basic “anomalies” analysed by BE, and will be able to explain the concept of nudging and its increasing importance for policy making.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	Having finished this course successfully, students will be able to present the basic ideas of BE and to develop examples for BE-applications in business and economic policy.
Systemische Kompetenzen / <i>Systemic competences</i>	Students learn to explain examples of nudging interventions and to illustrate the underlying logic of the BE approach.
Kommunikative Kompetenzen /	They will be able to assess and evaluate different applications, question the ethical implications of BE and relate the findings of BE to other economic

<i>Communicative competences</i>	approaches (e.g. institutional economics).
Prüfungsmodalitäten, -formen / exam assessments and forms	
Paper (about 20 pages)	
Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits	
In class presentation of assigned topic	
Stellenwert der Note in der Endnote / weight of grade for final grade	
In proportion to ECTS-Points and according to the study regulation.	
Unterrichtssprache / teaching language	
<input type="checkbox"/> Deutsch <input checked="" type="checkbox"/> English	
Verwendung des Moduls (in anderen Studiengängen) / module applicability	
This module is open to students from the Master course Philosophy, Politics and Economics (M.A.).	
Lernmaterial, Literaturangaben / learning material, literature	
<p>Angner, Erik (2016): A Course in Behavioral Economics, 2nd ed., Palgrave Macmillan. Thaler, Richard H. (2015): Misbehaving: The Making of Behavioral Economics, W.W. Norton & Company. Camerer, Colin F. and George Loewenstein (2003): Behavioral Economics: Past, Present, Future, in: Camerer, Colin F., George Loewenstein & Matthew Rabin (Ed.): Advances in Behavioral Economics, Princeton University Press, pp. 3-51.</p> <p>Additional reading list will be provided with the course outline via UWE.</p>	
Weitere Informationen / other information	
It is mandatory that all participants read and prepare the literature before the respective session. Only this does ensure a high quality of discussion within the sessions.	

MS-WFW-1803	Institutional Economics
Modulbeauftragte/r / Module supervisor/s:	Prof. Dr. Joachim Zweynert
ECTS/credits, Workload:	5 Kontaktzeit/contact hours: 30 h Selbststudium/self study: 120 h
Studiensemester / In Semester:	3. Semester / 3 rd semester
Turnus/Dauer Frequency/Duration:	<input type="checkbox"/> summer term <input checked="" type="checkbox"/> winter term

Kurzbeschreibung / 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

Lehrveranstaltungen (Teilmodule) / courses (module elements)

The module contains a seminar unit and a tutorial unit.

Lehrformen, methodische Umsetzung / methodic implementation

The course will first cover the main themes of the subject. The sessions begin with a brief summary 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 will focus on selected readings in the form of interactive discussions.

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung
und –vertiefung /
Extending and
consolidating
knowledge

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.

Instrumentale Kompetenzen / <i>Instrumental competences</i>	Students learn to apply the institutionalist framework to a wide array of problems related to growth, development and transformation of societies. They learn to categorize these problems, collect relevant data and on this basis discuss possible solutions.
Systemische Kompetenzen / <i>Systemic competences</i>	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.
Kommunikative Kompetenzen / <i>Communicative competences</i>	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.

Prüfungsmodalitäten, -formen / exam assessments and forms

Paper (about 20 pages)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

This module is open to students from the Master course Philosophy, Politics and Economics (M.A.).

Lernmaterial, Literaturangaben / learning material, literature

Greif, A.: Institutions and the Path to the Modern Economy. Lessons from Medieval Trade, Cambridge, Mass.: Cambridge University Press 2005.
 Rodrik, D.: One Economics, Many Recipes. Globalization, Institutions, and Economic Growth, Princeton, NJ: Princeton University Press 2007.
 Acemoglu, D., Robinson, J.A.: Why Nations Fail: The Origins of Power, Prosperity, and Poverty, New York: Crown Publishers 2012.

MS-WFM-1804	Strategien von Familienunternehmen
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Marcel Hülsbeck
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 40 h Selbststudium/ <i>self study</i> : 110 h
Studiensemester / <i>In Semester:</i>	2. Semester / <i>2nd Semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/ <i>summer term</i> <input type="checkbox"/> Wintersemester/ <i>winter term</i>

Kurzbeschreibung / short description

Strategieentwicklung und Strategiefindung sind wesentliche Voraussetzungen für den Erfolg eines (Familien)Unternehmens, bei dem es darum geht, mit Unvorhersagbarkeit flexibel umzugehen und gleichzeitig das Unternehmen effizient auf die Zukunft auszurichten. Besonders in Familienunternehmen findet man eine große Bandbreite unterschiedlicher Formen der Strategieentwicklung und Strategiefindung. Strategien können hier explizit formuliert und ausgearbeitet sein oder aber implizit und unausgesprochen in der Intuition des Familienunternehmers bzw. der Unternehmerfamilie verwurzelt sein. In diesem Kurs werden Studierende gefordert, die Kenntnisse und Fähigkeiten, die sie in den vorangegangenen Kursen im Bereich Strategie erworben haben, im Kontext Familienunternehmen anzuwenden und zu integrieren. Konkreter gesagt, werden Studierende ein Familienunternehmen bei spezifischen Problemen und konkreten Fragen im Zusammenhang mit Strategieentwicklung und Strategiefindung unterstützen. Studierende übernehmen dabei die Rolle eines Beraterteams und werden (1) die spezifischen Probleme und Fragen, die das Familienunternehmen (ihr Kunde) mit ihnen geteilt hat, identifizieren, erforschen und (neu) formulieren; (2) die spezifischen Probleme auf der Grundlage von Literaturstudien und Feldarbeit analysieren und (3) die Fragen beantworten, die mit diesem Input gestellt werden.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Hauptamtlich Lehrende: Prof. Dr. Marcel Hülsbeck

Lehrformen, methodische Umsetzung / methodic implementation

Seminaristischer Unterricht mit Fallbesprechungen und Gruppenarbeit

Teilnahmevoraussetzungen / admission requirements

Keine. Vorkenntnisse im strategischen Management sind wünschenswert.

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und -vertiefung / <i>Extending and consolidating knowledge</i>	Die Studierenden vertiefen verschiedene Ansätze der Strategieentwicklung und können diese im Kontext von Familienunternehmen einordnen und verstehen. Sie entwickeln zugleich ein tiefergehendes Verständnis der verschiedenen Ansätze und Instrumente zur Unterstützung der Strategieentwicklung und Strategiefindung.
Instrumentale	Studierende können strategiebezogene Probleme definieren, interpretieren und

Kompetenzen / <i>Instrumental competences</i>	analysieren und zu einer Lösung beitragen. Studierende erarbeiten sich einen orientierenden Rahmen, innerhalb dessen sie angemessene Instrumente zur Strategieentwicklung flexibel einsetzen können. Die Studierende erarbeiten in Gruppen eigene Vorschläge zur Strategieentwicklung eines Familienunternehmens, die sie im Seminar präsentieren.
Systemische Kompetenzen / <i>Systemic competences</i>	Studierende können eine stichhaltige Argumentation für die getroffenen Entscheidungen aufbauen. Studierende sind in der Lage auf Basis ihrer Analyse Interventionen aufzuzeigen und zu verdeutlichen.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Studierende können Theorien zu Strategien analysieren und differenzieren. Studierende sind außerdem in der Lage hypothesengeleitete Analysen zu kritisieren und eigene Annahmen zu hinterfragen. Darüber hinaus sind Sie in der Lage Lösungsansätze unter Berücksichtigung familienunternehmerischer Faktoren zu synthetisieren und diese sowohl zu implementieren als auch zu rechtfertigen. Studierende können zudem von der Gültigkeit ihrer vorgelegten Definition, Interpretation und Analyse der Probleme sowie der Lösungsvorschläge überzeugen.

Prüfungsmodalitäten, -formen / exam assessments and forms

Hausarbeit (ca. 20 Seiten)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Stellenwert der Note in der Endnote / weight of grade for final grade

Entsprechend der Studien- und Prüfungsordnung anteilig nach ECTS-Punkten

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Wahlpflichtmodul im Masterstudiengang General Management (M.A.)

Lernmaterial, Literaturangaben / learning material, literature

Ahlstrand, B., Lampel, J., & Mintzberg, H. (2001). Strategy Safari: A Guided Tour Through The Wilds of Strategic Management. Simon and Schuster

Carlock, R., Ward, J. (2001). Strategic Planning for the Family Business: Parallel Planning to Unify the Family and Business. Springer

Comi, A., & Eppler, M. J. (2014). Diagnosing capabilities in family firms: An overview of visual research methods and suggestions for future applications. Journal of Family Business Strategy, 5(1), 41–51.

Sirmon, D. G., & Hitt, M. A. (2003). Managing Resources: Linking Unique Resources, Management, and Wealth Creation in Family Firms. Entrepreneurship: Theory and Practice, 339–359.

MS-WFW-1805	Akteure und Konzepte im Gesundheitswesen
Modulbeauftragte/r / Module supervisor/s:	Prof. Dr. Sabine Bohnet-Joschko
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / Semester	3. Semester / <i>3rd semester</i>
Turnus/Dauer Frequency/Duration:	<input checked="" type="checkbox"/> Sommersemester/ <i>summer term</i> <input type="checkbox"/> Wintersemester/ <i>winter term</i>

Kurzbeschreibung / short description

Die Gesundheitswirtschaft ist zu einer der bedeutendsten Branchen Deutschlands herangewachsen: Rund zwölf Prozent des Bruttoinlandsproduktes werden für Güter und Dienstleistungen zur Bewahrung und Wiederherstellung der Gesundheit ausgegeben, jeder zehnte Arbeitsplatz ist in der Gesundheitswirtschaft angesiedelt.

Im Rahmen des Seminars werden gesundheitsökonomische Grundbegriffe vermittelt und Managementaspekte verschiedener Akteure des Gesundheitswesens in ihrem institutionellen Umfeld untersucht. Die Fragestellungen im Einzelnen werden bei einer Einführung mit den Teilnehmern gemeinsam verabschiedet.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar „Akteure und Konzepte im Gesundheitswesen“ (Prof. Dr. Bohnet-Joschko)
Fallstudien „Aktuelle Entwicklungen“ (selbstorganisierte Arbeit, betreut)

Lehrformen, methodische Umsetzung / methodic implementation

Diskurs, Arbeit in Gruppen, Präsentationen

Teilnahmevoraussetzungen / admission requirements

Keine

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung
und –vertiefung /
*Extending and con-
solidating knowledge*

- Nach Teilnahme an dem Modul können die Studierenden zentrale Akteure / Institutionen des Gesundheitswesens mit ihren Aufgaben beschreiben und kritisch diskutieren.
- Sie können ausgewählte Versorgungskonzepte (z.B. Integrierte Versorgung) präsentieren, Anreizstrukturen analysieren und vergleichen.

Instrumentale
Kompetenzen /
*Instrumental
competences*

- Die Studierenden recherchieren selbständig, sie nutzen Informationen aus verschiedenen Quellen und bereiten diese in unterschiedlichen Formaten auf.

Systemische Kompetenzen / <i>Systemic competences</i>	<ul style="list-style-type: none"> Nach der Teilnahme an dem Modul können die Studierenden weiterführende Lernprozesse zu ökonomischen Anreizstrukturen im Gesundheitswesen selbständig gestalten.
Kommunikative Kompetenzen / <i>Communicative competences</i>	<ul style="list-style-type: none"> Die Studierenden können Gesundheitsversorgungskonzepte in Beziehung setzen, sie können eine differenzierte Haltung zu Gesundheitsversorgungskonzepten einnehmen und Innovationen differenziert bewerten.

Prüfungsmodalitäten, -formen / *exam assessments and forms*

Die Prüfungsleistung wird durch eine schriftliche Leistung (Hausarbeit ca. 20 Seiten) erbracht. Die Studierenden zeigen, dass sie die ökonomischen Rahmenbedingungen und Implikationen ausgewählter Gesundheitsversorgungskonzepte differenziert darstellen und bewerten können.

Voraussetzungen für die Vergabe von Kreditpunkten / *precondition for award of credits*

Regelmäßige Beteiligung am Diskurs, Erarbeitung und Präsentation eines Fallbeispiels, erfolgreiche schriftliche Prüfungsleistung.

Stellenwert der Note in der Endnote / *weight of grade for final grade*

Entsprechend der Studien- und Prüfungsordnung anteilig nach ECTS-Punkten

Unterrichtssprache / *teaching language*

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / *module applicability*

Wahlmodul im Masterstudiengang General Management (M.A.)

Lernmaterial, Literaturangaben / *learning material, literature*

Busse, R. et al., Management im Gesundheitswesen, Heidelberg 2017

Weitere Literatur wird auf Moodle zur Verfügung gestellt.

MS-WFW-1806	Structured Problem Solving
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Erik Strauß
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 20 h Selbststudium/ <i>self study</i> : 130 h
Studiensemester / <i>In Semester:</i>	3. Semester, erste Veranstaltung / <i>3rd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input type="checkbox"/> Sommersemester/ <i>summer term</i> <input checked="" type="checkbox"/> Wintersemester/ <i>winter term</i>

Kurzbeschreibung / short description

In corporate reality, graduates will be confronted with the challenge that the problems they should solve have not been identified or have not been described clearly enough to immediately solve them. Accordingly, the first task is to identify and structure the problem before more technical knowledge can be applied to solve it. Albeit this situation is well known in corporate reality, it contrasts with the typical way of teaching knowledge and practicing its application because in most cases problems and solutions are didactically developed and clearly distinguished, i.e. they are structured in a simplistic “textbook like” way.

Against this background, the course “Structured Problem Solving” shall provide students with complementary knowledge about how to identify, structure, analyze and solve problems in a realistic “real life scenario”. Therefore, the course itself is structured as a case study where students have to figure out the problem first before they can start solving it.

To achieve these learning goals, two introductory lectures will provide insights into techniques and tools structuring and solving problems as well as communicating the developed solution. Then, students will enter a “real life scenario” case study in which they collaborate in teams to solve a problem of a fictitious case firm.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar (Lecturer: Prof. Dr. Erik Strauß)

Lehrformen, methodische Umsetzung / methodic implementation

Presentations, group work, case based teaching

Teilnahmevoraussetzungen / admission requirements

None but management control knowledge is recommended

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and consolidating knowledge</i>	After successfully participating in this seminar, students will have the skills to <ul style="list-style-type: none"> • define all relevant terms and concepts of structured problem solving • distinguish different forms of problems
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Instrumentale	After successfully participating in this seminar, students will have the skills to
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Kompetenzen / <i>Instrumental competences</i>	<ul style="list-style-type: none"> • develop and use tools of structured problem solving • use different tools to communicate case solutions • efficiently collaborate in teams • solve different kinds of problems
Systemische Kompetenzen / <i>Systemic competences</i>	After successfully participating in this seminar, students will have the skills to <ul style="list-style-type: none"> • gather, evaluate and interpret relevant information for structured problem solving • gather, evaluate and interpret relevant information for analyzing problems • provide recommendations for solving problems in a structured way • independently study advanced methods and theories of structured problem solving
Kommunikative Kompetenzen / <i>Communicative competences</i>	After successfully participating in this seminar, students will have the skills to <ul style="list-style-type: none"> • discuss the fundamentals of structured problem solving with experts from academia and corporate practice • discuss ideas and tools of structured problem solving at a academic level

Prüfungsmodalitäten, -formen / exam assessments and forms

Oral exam (about 30 minutes per student)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Successful presentations during the course

Stellenwert der Note in der Endnote / weight of grade for final grade

In proportion to ECTS-Points and according to the study regulation.

Unterrichtssprache / teaching language

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / module applicability

Lernmaterial, Literaturangaben / learning material, literature

Rasiel, E. (2001): The McKinsey Way, New York et al.
 Minto, B. (2008): The Pyramid Principle, 3rd revised edition, London et al.
 Procter, T. (2013): Creative Problem Solving for Managers: Developing Skills for Decision Making and Innovation, 4th edition, New York
 Zelazny, G. (2008): Say it with Presentations, 2. edition, New York et al.

MS-WFW-1807	Praxisreflexionsmodul
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prof. Dr. Sabine Bohnet-Joschko
ECTS/credits, Worklad:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	Ab 2. Semester / <i>from 2nd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

Im Mittelpunkt des Praxisreflexionsmoduls steht ein von den Studierenden selbst organisiertes Praktikum bei einem privaten oder öffentlichen Arbeitgeber im In- oder Ausland. Das Praktikum stellt die Voraussetzung für die Teilnahme an einem Workshop dar, der neben fachlichen und methodischen Aspekten auch die soziale und persönliche Kompetenzentwicklung sowie berufliche Perspektiven adressiert. Im Rahmen des Workshops präsentieren und reflektieren die Studierenden ihre Erfahrungen vor dem Hintergrund ihres Studiums und kommentieren auch die jeweiligen Erfahrungen der Kommilitoninnen und Kommilitonen.

Auf Basis der Praktikumserfahrung und des Workshops wählen die Studierenden für ihren Praxisreflexionsbericht aus den im Rahmen des Studiums erworbenen Kenntnissen volks- und betriebswirtschaftlicher, psychologischer, soziologischer oder juristischer Modelle und Theorien eigenständig eine geeignete fachliche bzw. methodische Reflexionsperspektive. Im Bericht reflektieren die Studierenden ihre Erfahrungen aus der Praxis vor dem Hintergrund der im Studium erlernten Theorien und Konzepte und umgekehrt. In Ergänzung zur Reflexion von Fachwissen und Methoden werden auch technologische und soziale Rahmenbedingungen der Praktikumsphase sowie persönliche Entwicklungspotentiale etwa im Hinblick auf die spätere berufliche Tätigkeit reflektiert.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Praktikumsdokumentation und Praxisreflexionsbericht (Selbststudium 90h)
Reflexionsseminar (Kontaktzeit 30h, Selbststudium 30h)
Dozenten: Prof. Dr. S. Bohnet-Joschko / Prof. Dr. Heiko Kleve

Lehrformen, methodische Umsetzung / methodic implementation

Kolloquium, Fallbesprechungen, Gruppenarbeit, Präsentationen

Teilnahmevoraussetzungen / admission requirements

Nachweis der benötigten Praxiserfahrung

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und -vertiefung / <i>Extending and con-</i>	Die Studierenden reflektieren Theorien und Modelle vor ihren Praxiserfahrungen und umgekehrt. Das Verknüpfen von Fachwissen und
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<i>solidating knowledge</i>	Methoden mit der beruflichen Praxiserfahrung wird systematisch erprobt, methodengeleitetes Hinterfragen betrieblicher Praxis trainiert. In der geleiteten Reflexion von Theorie und Praxis wird bestehendes Wissen vertieft und neues Wissen generiert. Studierende können Verbindungen von Theorie und Praxis in zunächst exemplarischer Form eigenständig konstruieren und langfristig weiterentwickeln.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	Die Studierenden kennen verschiedene Methoden zur Reflexion und Verarbeitung subjektiver Lernerfahrungen, sie können Erfahrenes aufbereiten und ordnen.
Systemische Kompetenzen / <i>Systemic competences</i>	Die Studierenden entwickeln ein erfahrungsorientiertes Verständnis für das Verhältnis von Theorie und Praxis und entdecken das wechselseitig befruchtende Potential einer Zusammenführung von Erkenntnis und Erfahrung.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Die Studierenden dokumentieren und präsentieren ihre Lernerfahrungen in verschiedenen Formaten, sie geben und empfangen Feedback für Einzel- und Gruppenleistungen, sie fragen und hinterfragen kritisch und selbstkritisch.

Prüfungsmodalitäten, -formen / *exam assessments and forms*

Praxisreflexionsbericht (ca. 20 Seiten)

Voraussetzungen für die Vergabe von Kreditpunkten / *precondition for award of credits*

Referat und Gruppenarbeiten im Workshop

Stellenwert der Note in der Endnote / *weight of grade for final grade*

Entsprechend der Studien- und Prüfungsordnung anteilig nach ECTS-Punkten

Unterrichtssprache / *teaching language*

Deutsch English

Verwendung des Moduls (in anderen Studiengängen) / *module applicability*

Wahlmodul im Masterstudiengang General Management (M.A.) und Pflichtmodul im Bachelorstudiengang Management (B.Sc.)

Lernmaterial, Literaturangaben / *learning material, literature*

Wird bei der Anmeldung bekannt gegeben.

MS-WFW-1808	Aktuelle Fragen
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prodekan für Lehre
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 30 h Selbststudium/ <i>self study</i> : 120 h
Studiensemester / <i>In Semester:</i>	Ab 2. Semester / <i>from 2nd Semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term Mindestens jährlich

Kurzbeschreibung / short description

Dieses Modul ergänzt die in den anderen Modulen des Studiengangs vermittelten Kompetenzen. Im Mittelpunkt steht die Übertragung der erworbenen theoretischen Erkenntnisse auf aktuelle Fragestellungen und die Praxis.
In jedem Turnus werden aktuelle Themen aufgegriffen. Studierende haben die Möglichkeit Themen- und Dozentenvorschläge zu unterbreiten.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Seminar „Aktuelle Fragen“: N.N. (wechselnde Dozentinnen und Dozenten der UW/H sowie Gastreferenten aus Unternehmen und Institutionen (30 h)

Lehrformen, methodische Umsetzung / methodic implementation

Seminaristischer Kleingruppenunterricht, ggf. mit Fallstudien

Teilnahmevoraussetzungen / admission requirements

None

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und -vertiefung / <i>Extending and consolidating knowledge</i>	Die Studierenden sollen in der Lage sein, sich mit aktuellen Fragen aus unterschiedlichen Themenbereichen, welche mit den Inhalten des Studiengangs korrespondieren intensiv und wissenschaftlich fundiert auseinanderzusetzen.
Instrumentale Kompetenzen / <i>Instrumental competences</i>	Nach Abschluss des Moduls können die Studierenden erworbene (theoretische) Kenntnisse auf aktuelle Problemstellungen und Praxisanforderungen übertragen und Lösungsvorschläge erarbeiten.
Systemische Kompetenzen / <i>Systemic competences</i>	Durch die Übertragung von erworbenem Wissen auf aktuelle Fragestellungen werden die Studierenden befähigt, erlernte Instrumentarien problemorientiert anzuwenden und zu übertragen.

Kommunikative Kompetenzen / <i>Communicative competences</i>	Nach Abschluss des Moduls sollen die Studierenden in der Lage sein, die Komplexität von unternehmerischen Prozessen und Entscheidungen zu durchdringen, zu präsentieren und Lösungsvorschläge abzuleiten sowie zu evaluieren.
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Prüfungsmodalitäten, -formen / *exam assessments and forms*

Mündliche oder schriftliche Prüfung nach Studien- und Prüfungsordnung (abhängig von der Dozentin/dem Dozenten sowie der Fragestellung)

Voraussetzungen für die Vergabe von Kreditpunkten / *precondition for award of credits*

Stellenwert der Note in der Endnote / *weight of grade for final grade*

Entsprechend der Studien- und Prüfungsordnung anteilig nach ECTS-Punkten

Unterrichtssprache / *teaching language*

Deutsch English
 Abhängig von der Dozentin und dem Dozenten

Verwendung des Moduls (in anderen Studiengängen) / *module applicability*

Wahlmodul im Masterstudiengang General Management (M.A.)

Lernmaterial, Literaturangaben / *learning material, literature*

Wird abhängig von der Fragestellung zu Beginn des Semesters bekannt gegeben.

MS-WFW-1809	Independent Project - Independent Study
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Prodekan für Lehre
ECTS/credits, Workload:	5 Kontaktzeit/ <i>contact hours</i> : 0 h Selbststudium/ <i>self study</i> : 150 h
Studiensemester / <i>In Semester:</i>	3. Semester / <i>3rd semester</i>
Turnus/Dauer <i>Frequency/Duration:</i>	<input type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term Nach Vereinbarung mit dem Dozenten bzw. der Dozentin

Kurzbeschreibung / short description

Independent Projects und Independent Studies ermöglichen Studierenden, selbstgewählte Fragestellung zu bearbeiten und ihr Studium über die Wahlmöglichkeiten des Curriculums hinaus nach eigenen Interessen zu individualisieren.
In diesem Modul können entweder Studienarbeiten oder Praxisprojekte mit Bezug zu Themen, die in Verbindung zu den Inhalten des Studiengangs stehen, bearbeitet und eingebracht werden.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

Individuelle Betreuung

Lehrformen, methodische Umsetzung / methodic implementation

Eigenständige Arbeit, i.d.R. in Form einer schriftlichen Ausarbeitung
Abstimmung des Themas und des Inhalts der Study bzw. des Projects sowie eines Arbeitsplans mit der Betreuerin/dem Betreuer. Betreuerinnen bzw. Betreuer können alle gemäß Studien- und Prüfungsordnung bestellte Prüferinnen bzw. Prüfer sein.

Teilnahmevoraussetzungen / admission requirements

In Summe müssen für die Teilnahme am Modul mindestens 75 Leistungspunkte aus Pflichtmodulen eingebracht werden.
Die Independent Study bzw. das Independent Project ist vor Beginn der Bearbeitung von dem/der Modulverantwortlichen schriftlich zu genehmigen.

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung
und –vertiefung /
*Extending and con-
solidating knowledge*

Nach Abschluss des Moduls sollen die Studierenden in der Lage sein, eigene wissenschaftliche Studien sowie theoriebezogene Praxisprojekte durchzuführen, d.h.das sich dafür notwendige theoretische und praktische Wissen anzueignen.

Instrumentale
Kompetenzen /
*Instrumental
competences*

Das Modul soll die Studierenden dazu befähigen, eigenständig die für den Untersuchungsgegenstand relevanten Daten zu sammeln, aufzubereiten und adäquat auszuwerten.

Systemische Kompetenzen / <i>Systemic competences</i>	Nach Abschluss des Moduls können die Studierenden theoretische Konzepte auf selbst ausgewählte Fragestellungen anwenden und eigene Praxis- und/oder Forschungsergebnisse generieren.
Kommunikative Kompetenzen / <i>Communicative competences</i>	Das Modul befähigt die Studierenden, eigene Forschungs- und Projektideen zu strukturieren, zu präsentieren und zu bearbeiten. Die Studierenden können ihr theoretisches und praktisches Wissen anhand der im Modul erzielten Ergebnisse kritisch hinterfragen.

Prüfungsmodalitäten, -formen / exam assessments and forms

Hausarbeit (ca. 20 Seiten)

Voraussetzungen für die Vergabe von Kreditpunkten / precondition for award of credits

Durch die Modulbeauftragte bzw. den Modulbeauftragten genehmigter und mit dem Betreuer/der Betreuerin abgestimmter Antrag (inkl. Zeit- und ggf. Projektplan)

Stellenwert der Note in der Endnote / weight of grade for final grade

Entsprechend der Studien- und Prüfungsordnung anteilig nach ECTS-Punkten

Unterrichtssprache / teaching language

Deutsch English

Wird mit der Betreuerin/dem Betreuer abgestimmt.

Verwendung des Moduls (in anderen Studiengängen) / module applicability

General Management (M.A.)

Lernmaterial, Literaturangaben / learning material, literature

Wird von den Studierenden zur Antragstellung zu ihrem gewählten Thema recherchiert.

Weitere Informationen / other information

Wichtiger Hinweis:

Prüfungsleistungen für dieses Modul können nur nach erfolgreicher Antragstellung an die Modulbeauftragte bzw. den Modulbeauftragten erbracht werden. Der Antrag muss einen Zeit- und Projektplan, eine Vereinbarung von Bewertungskriterien sowie eine Betätigung des Betreuers/der Betreuerin enthalten. Die Antragsstellung muss vor Beginn der Studienarbeit/des Praxisprojektes erfolgen. Der Antrag muss im Prüfungssekretariat eingereicht und von der/dem Vorsitzende/n des Prüfungsausschusses genehmigt werden.

Important Notice:

Students may only acquire credits and take examinations in this module after successful application with the Module Supervisor. The application comprises a schedule and a project plan, an agreement concerning assessment criteria and the approval by the supervisor. Applications must be submitted before commencement of the study or the project. Accepted applications must be submitted to the

examination office for final approval by the Chair of the examination board.

MS-WAu-1801	Auslandsleistungen I / Study abroad I
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Vice Dean of Studies
ECTS/credits, Workload:	Depending on Learning Agreement 1 ECTS equals 30 h workload
Studiensemester / <i>In Semester:</i>	Every Semester
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

This module allows the recognition of courses from foreign exchange universities that do not have a direct equivalent at UW/H but fall under the broad umbrella of a management or economics study programme. As long as these courses are taught on a master level and convey competencies according to the respective qualification framework.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

According to the exchange university's course syllabus / module description

Lehrformen, methodische Umsetzung / methodic implementation

According to the exchange university's course syllabus / module description

Teilnahmevoraussetzungen / admission requirements

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 Teaching of the Faculty of Management and Economics within the framework of a Learning Agreement.

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and con- solidating knowledge</i>	According to the exchange university's course syllabus / module description
Instrumentale Kompetenzen / <i>Instrumental competences</i>	According to the exchange university's course syllabus / module description
Systemische Kompetenzen / <i>Systemic competences</i>	According to the exchange university's course syllabus / module description

Kommunikative Kompetenzen / <i>Communicative competences</i>	According to the exchange university's course syllabus / module description
Prüfungsmodalitäten, -formen / <i>exam assessments and forms</i>	
According to the exchange university's course syllabus / module description	
Voraussetzungen für die Vergabe von Kreditpunkten / <i>precondition for award of credits</i>	
Successful participation in the course according to exchange university's study regulations	
Stellenwert der Note in der Endnote / <i>weight of grade for final grade</i>	
Entsprechend der Studien- und Prüfungsordnung anteilig nach ECTS-Punkten	
Unterrichtssprache / <i>teaching language</i>	
According to exchange university's <i>teaching languages</i>	
Verwendung des Moduls (in anderen Studiengängen) / <i>module applicability</i>	
Lernmaterial, Literaturangaben / <i>learning material, literature</i>	
According to the exchange university's course syllabus / module description	
Weitere Informationen / <i>other information</i>	
<p><u>Wichtiger Hinweis:</u> Die Belegung dieses Moduls muss im Rahmen des Learning Agreements vor der Einschreibung in die jeweiligen Kurse an der Austauschuniversität vereinbart werden. Die Umrechnung von im Ausland erworbener Noten in das an der Fakultät für Wirtschaftswissenschaft verwendete Notenschema basiert auf der sogenannten „modifizierten Bayerischen Formel“. Das International Office der UW/H unterstützt Studierende bei der Planung von Austauschaufenthalten an ausländischen Universitäten und stellt auf Anfrage weitere Informationen zur Verfügung.</p> <p><u>Important Notice:</u> The use of this module must be agreed upon as part of the learning agreement prior to enrollment into the respective classes at the exchange university. The conversion of foreign grades into the UW/H grading system is based on the so-called „Modified Bavarian Formula“ (modifizierte bayerische Formel). The International Office of the UW/H assists students in planning exchange stays at foreign universities and will provide further information upon request</p>	

MS-WAu-1802	Auslandsleistungen II / Study abroad II
Modulbeauftragte/r / <i>Module supervisor/s:</i>	Vice Dean of Studies
ECTS/credits, Workload:	Depending on Learning Agreement 1 ECTS equals 30 h workload
Studiensemester / <i>In Semester:</i>	Every Semester
Turnus/Dauer <i>Frequency/Duration:</i>	<input checked="" type="checkbox"/> Sommersemester/summer term <input checked="" type="checkbox"/> Wintersemester/winter term

Kurzbeschreibung / short description

This module allows the recognition of courses from foreign exchange universities that do not have a direct equivalent at UW/H but fall under the broad umbrella of a management or economics study programme. As long as these courses are taught on a master level and convey competencies according to the respective qualification framework.

Lehrveranstaltungen (Teilmodule) / courses (module elements)

According to the exchange university's course syllabus / module description

Lehrformen, methodische Umsetzung / methodic implementation

According to the exchange university's course syllabus / module description

Teilnahmevoraussetzungen / admission requirements

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 Teaching of the Faculty of Management and Economics within the framework of a Learning Agreement.

Lernziele, Kompetenzen / learning objectives, competences

Wissensverbreiterung und –vertiefung / <i>Extending and con- solidating knowledge</i>	According to the exchange university's course syllabus / module description
Instrumentale Kompetenzen / <i>Instrumental competences</i>	According to the exchange university's course syllabus / module description
Systemische Kompetenzen / <i>Systemic competences</i>	According to the exchange university's course syllabus / module description

Kommunikative Kompetenzen / <i>Communicative competences</i>	According to the exchange university's course syllabus / module description
Prüfungsmodalitäten, -formen / <i>exam assessments and forms</i>	
According to the exchange university's course syllabus / module description	
Voraussetzungen für die Vergabe von Kreditpunkten / <i>precondition for award of credits</i>	
Successful participation in the course according to exchange university's study regulations	
Stellenwert der Note in der Endnote / <i>weight of grade for final grade</i>	
Entsprechend der Studien- und Prüfungsordnung anteilig nach ECTS-Punkten	
Unterrichtssprache / <i>teaching language</i>	
According to exchange university's <i>teaching languages</i>	
Verwendung des Moduls (in anderen Studiengängen) / <i>module applicability</i>	
Lernmaterial, Literaturangaben / <i>learning material, literature</i>	
According to the exchange university's course syllabus / module description	
Weitere Informationen / <i>other information</i>	
<p><u>Wichtiger Hinweis:</u> Die Belegung dieses Moduls muss im Rahmen des Learning Agreements vor der Einschreibung in die jeweiligen Kurse an der Austauschuniversität vereinbart werden. Die Umrechnung von im Ausland erworbener Noten in das an der Fakultät für Wirtschaftswissenschaft verwendete Notenschema basiert auf der sogenannten „modifizierten Bayerischen Formel“. Das International Office der UW/H unterstützt Studierende bei der Planung von Austauschaufenthalten an ausländischen Universitäten und stellt auf Anfrage weitere Informationen zur Verfügung.</p> <p><u>Important Notice:</u> The use of this module must be agreed upon as part of the learning agreement prior to enrollment into the respective classes at the exchange university. The conversion of foreign grades into the UW/H grading system is based on the so-called „Modified Bavarian Formula“ (modifizierte bayerische Formel). The International Office of the UW/H assists students in planning exchange stays at foreign universities and will provide further information upon request</p>	