

Excerpts

of

Module Descriptions

for the consecutive Master's degree program in

Leadership

Master of Arts (M.A.)
Fb 3: Business and Law

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For further information, please refer to the German version.

Table of contents

Module Descriptions	3
Module 1: Team Development.....	3
Module 2: Empowerment.....	3
Module 3: International Strategic Management.....	4
Module 4: Boundaryless Leadership.....	4
Module 5: Research Methods.....	5
Module 6: Incentive Systems	5
Module 7: Leadership and Ethics	6
Module 8: Corporate Management.....	6
Module 9: Future Security – Knowledge Management.....	7
Module 10: Law for Leaders	7
Module 11: Leadership Trends.....	8
Module 12: Master-Thesis with Colloquium.....	8

Module Descriptions

Module 1: Team Development

ECTS Credits (CP) / Workload (h)	10 / 300
Module examination	Group project (submission period 16 weeks) with group presentation (min. 10 min./person, max. 60 min. for the whole presentation) Graded on a pass/fail basis
Learning outcomes and skills	<p>In this module, the learning outcome is primarily aimed at the development and expansion of methodological and social skills.</p> <p>Students work on a project in self-organized teams with supplementary supervision. They use their freedom to choose their own designs and make their own decisions to develop the project.</p> <p>The students go through the various phases of the team development process. They work intensively together to achieve the goals of the project, assess their own abilities, autonomously use their freedom of design and decision-making and develop it further.</p> <p>The students can explain and critically reflect on the different phases of the team development processes and thereby illustrate characteristics, definitions and variants of team development.</p> <p>Students are able to analyze and critically reflect on their own actions in the team development process with accompanying supervision. This also includes potential conflict situations.</p> <p>Students can validate group dynamics from a meta-perspective. They critically reflect on the normative components of teamwork in companies and society.</p>
Module language	German
Module availability	Winter semester

Module 2: Empowerment

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Presentation (15 to 30 min.) with written report (submission period 8 weeks)
Learning outcomes and skills	<p>The students understand the competence profile of a manager. On this basis, they are able to develop a professional self-image, analyze their strengths and weaknesses and define personal development goals.</p> <p>Students are familiar with selected self-management concepts and tools and can apply them in their own leadership.</p> <p>The students know consulting theories and techniques as well as selected coaching tools and are able to apply them appropriately in line with the situation.</p> <p>The students use the acquired knowledge to pursue individual development goals in self-management projects. Students are partnered up to support each other in this process by applying the consulting techniques and coaching tools they have learned with regard to their own development goals.</p> <p>The module imparts various interdisciplinary competencies, in particular communication, consulting and cooperation competencies, which are relevant for managers in a wide variety of professional environments.</p>
Module language	German
Module availability	Winter semester

Module 3: International Strategic Management

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	<p>At the end of the module students are able to:</p> <ul style="list-style-type: none"> • Explain how today's businesses use strategic management to establish a sustained competitive advantage in an international environment, • Examine contemporary management issues, revealing the strengths and weaknesses of a corporation and its competitors in an international environment, • Appreciate the role that social institutions – such as the economic system, the political system, the education system, and religion – play in any multinational corporation, • Understand the key topics of formation and implementation of strategies in the global environment, the building of strategic alliances, negotiation and cross-cultural communication, international marketing, and corporate social responsibility, • Contemplate cross-functionally, blending topics from human resource management, marketing, finance, operations, accounting and economic disciplines, • Analyze strategic problems in international management and explain strategic management tools and concepts, • Develop solutions to business problems, recommend adaptations to organizational practices, suggest alternative solutions and defend their position.
Module language	English
Module availability	Winter semester

Module 4: Boundaryless Leadership

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written project report (submission period 6 weeks) with presentation (20 to 30 min.)
Learning outcomes and skills	<p>Students understand the complexity and dynamics of the leadership environment as well as the challenges for leadership. They are familiar with leadership approaches and are able to identify leadership challenges and projects.</p> <p>Students are able to:</p> <ul style="list-style-type: none"> • Identify leadership challenges in a complex und dynamic environment, • Analyze how they promote a holistic understanding of leadership, • Describe how they develop relationship in virtual, agile and non-hierarchical settings, • Explain how they encounter dissolving boundaries of organizations, hierarchies, working structures and cultures, • Discuss the importance of resilience and prerequisites for developing resilience, • Present facts, reflections and conclusions in a structured manner and discuss in professional contexts.
Module language	English
Module availability	Winter semester

Module 5: Research Methods

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written project report (submission period 4 weeks) with presentation (20 to 30 min.)
Learning outcomes and skills	<p>Students know and can explain the difference between quantitative and qualitative research methods and can apply those to practical examples. They are able to prepare questionnaires and to execute a small quantitative or qualitative research study. Therefore, the students understand how to handle each step of the research process and can prepare academic research papers and presentations.</p> <p>Students are able to apply their knowledge in the area of empirical research and management. They can analyze complex real-world corporate problems and present their results adequately and effectively.</p> <p>Students sharpen their analytic skills and are able to frame and communicate research questions adequately. They can use tools like SPSS or the open source software R.</p>
Module language	English
Module availability	Winter semester

Module 6: Incentive Systems

ECTS Credits (CP) / Workload (h)	10 / 300
Module examination	<p>Group project (submission period 16 weeks) with group presentation (min. 10 min./person, max. 60 min. for the whole presentation)</p> <p>Graded on a pass/fail basis</p>
Learning outcomes and skills	<p>The students have in-depth knowledge of incentive systems and performance stimulation.</p> <p>They have the ability to reflect on their knowledge and can analyze and classify current developments.</p> <p>The students can present selected components of incentive systems and performance simulations and explain theoretical approaches and scientific findings in a comparative manner.</p> <p>They are also able to transfer theoretical considerations to business situations, to develop and assess alternative approaches and to make and justify a rational selection.</p> <p>They are able to acquire new knowledge independently and using intrinsic motivation.</p> <p>They work on subtasks in the project in small groups and regularly exchange ideas with other groups.</p> <p>They are able to place their own tasks in the overall context of a project.</p> <p>They can choose their approach and media independently and master their tasks using intrinsic motivation.</p> <p>They can present their results, discuss and ask critical questions of the participants as well as reflect on and compare their own ideas and procedures.</p>
Module language	German
Module availability	Summer semester

Module 7: Leadership and Ethics

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written project report (submission period 4 weeks) with presentation (20 to 30 min.)
Learning outcomes and skills	<p>The students are familiar with ethical theories and are able to distinguish and apply these theories to different scenarios and projects.</p> <p>The students are able to:</p> <ul style="list-style-type: none"> • Identify possible ethical dilemmas and apply different ethical principles and theories, • Analyze a manager's and an employee's role and responsibility as well as their own responsibility, • Describe how the underlying values influence the decision making process, • Explain how they approach ambiguous situations based on ethical principles, • Discuss how tools of ethical management can be applied effectively as well as their limitations, • Present facts, reflections and conclusions in a structured manner and discuss in professional contexts.
Module language	English
Module availability	Summer semester

Module 8: Corporate Management

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	<p>The students are able to assess traditional and value-oriented key performance indicators with regard to their suitability for leadership decisions in line with the company's goals. They are familiar with information-economic approaches to behavioral management and can apply them to the internal income statement and its key figures. In particular, they are able to analyze the behavioral effects of key figures, which serve as the basis for financial incentive systems. They are familiar with the extent to which agency conflicts can be reduced by designing the internal income statement accordingly.</p> <p>Additionally, the students can utilize basic microeconomic concepts to depict management problems in economic models and derive concrete recommendations for action for decision makers in companies using these. For this purpose, they use techniques and methods such as game theory or industrial economics as analysis tools and they learn to apply them using real management problems. The students are able to build a bridge between management and microeconomics. They gain a better understanding of their company's situation and can ultimately make better management decisions.</p>
Module language	German
Module availability	Summer semester

Module 9: Future Security – Knowledge Management

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Presentation (15 to 30 min.) with written report (submission period 4 weeks)
Learning outcomes and skills	<p>The students are familiar with current theories and practical methods for safeguarding the future, in particular with regard to knowledge, information, risk and value management.</p> <p>The students are able to analyze scenarios of possible developments in society, economy, ecology, geopolitics, politics and families, to develop new hypotheses and to outline and explain the balance between stability and flexibility in social systems.</p> <p>They can describe risk management as a safeguard and in preparation for crisis management, summarize and understand value management as a fundamental control method for securing the future.</p> <p>They demonstrate that they are able to recognize, scientifically analyze and discuss terminologies, doctrines and limits of the subject area pertaining to a topic of their choice.</p> <p>They have a broad and critical understanding of how to secure the future in line with the latest state of knowledge.</p> <p>The students are able to understand, describe, analyze and critically discuss current problems and challenges. They can design and discuss different approaches to solutions from different perspectives.</p> <p>During the presentations they discuss the topics, bring in their own ideas and reflect on current and possible approaches and behaviors.</p> <p>They are aware of the social framework conditions of leadership and can act responsibly with regard to their professional self-image.</p>
Module language	German
Module availability	Summer semester

Module 10: Law for Leaders

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	<p>The students have in-depth knowledge of the types of contracts relevant to executives from commercial law, individual labor law, collective labor law, public labor law (occupational health and safety law) and social security law. They acquire the legal knowledge required for the responsible handling of business opportunities and risks with regard to the liability risks for the organization and the managers, the role of the supervisory, supervisory and auditing bodies, the insurability of liability risks and the liability of consultants. The students are then able to identify operational opportunities and risks with regard to their possible consequences and a need for legal action and to assess them responsibly. They can reflect on their knowledge, correctly classify the problems that arise in a company and discuss them with others. They bring in their own ideas, reflect on current procedures and behaviors and apply their knowledge appropriately in order to develop suitable alternatives for solving a problem.</p> <p>The students sharpen their perception of the weighting and causalities where the fields of ethics and business intersect.</p>
Module language	German
Module availability	Summer semester

Module 11: Leadership Trends

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Presentation (15 to 30 min.) with written report (submission period 4 weeks)
Learning outcomes and skills	<p>The students can recognize, validate and formulate current topics from theory and practice.</p> <p>They are able to work on a complex topic of their choice from the field of leadership or management in a systematic, reflective and differentiated way, using existing and newly acquired knowledge.</p> <p>With guidance, the students design and work on their own research questions, select the appropriate research method and thus acquire new knowledge independently.</p> <p>They can present a topic to an audience and stimulate and moderate a discussion with them. In doing so, they draw on the knowledge, skills and abilities that they have acquired in order to exchange arguments in an appropriate, factual and subject-related manner.</p>
Module language	German
Module availability	Winter semester

Module 12: Master-Thesis with Colloquium

ECTS Credits (CP) / Workload (h)	25 / 750
Module examination	Master-Thesis (submission period 20 weeks) with colloquium (30 to 45 min.)
Learning outcomes and skills	<p>The Master-Thesis is a supervised final thesis which demonstrates the ability to independently apply scientific methods within a specified period of time.</p> <p>On the basis of in-depth and/or specialised knowledge, especially in the field of leadership, students generate solutions to problems in new and unknown subject areas.</p> <p>The students find their own research topics and choose suitable ways of operationalization and justify them. The results critically reflect on these and point to still open questions.</p> <p>The Master-Thesis must be submitted in writing.</p>
Module language	German
Module availability	Each semester