

# Course Catalogue 2022 / 2023

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## **Module descriptions:**

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## General remarks

### **General:**

Our bachelor programmes are divided into two faculties, Business & Management and Social Science.

**In Fall term 2022 we will start with our restructured bachelor programmes in the business faculty (see programme offer) which is why the first-year course offer is still in process and subject to change.**

We recommend that exchange students join one of our regular student cohorts in one of our bachelor programmes, *e.g. International Relations*, to avoid overlappings in the time schedule. Combinations of courses from different bachelor programmes and semesters might be possible in certain cases.

**All courses are offered in English, except the language courses.**

### **Language courses:**

There are also various languages offered at all levels. Please refer to the languages section to see what is on offer. **Please note that languages and levels offered (CEFR) are subject to availability.** Students are allowed to take up to two languages and **are encouraged to take German.**

### **Introductory / Advanced Company Projects:**

The company projects which take place every semester are a great opportunity to obtain some real and concrete work / consulting experience. The project briefs utilized within these projects are real scenarios and real companies. The projects are varied and can involve business or NGO's in all strategic areas depending on the briefs. You will be allocated to one of the projects at the beginning of the semester. The last two weeks of this project towards the end of the semester are intensive project weeks, where you will work in an with your group members to establish a proposal / portfolio to present to the company / NGO representative. Participation in the group work for these intensive weeks is **mandatory**. Once this module is selected and you are placed in a group with our full-time students, your participation and engagement is relied upon by your group and the university (*i.e. Attendance to the lectures and regular group meetings during the semester*). **Whilst we encourage this module as a great selection during your exchange semester, we also assume that upon choosing this module, you will not drop or change the module during the semester.**

See the module description in the course catalogue for more information and/or contact the International Office for more information.

### ***Master level courses***

Our Master courses are open to exchange students with the background and language proficiency required to succeed in class, provided there are still free spaces.

To take courses in our Master program in Management, students need to fulfill the following **prerequisites**:

- completion of a Bachelor degree or equivalent status (e.g. in the *Grande Ecole* program),
- a background in business administration and specific subjects (especially for semester 2 and 3 modules) and
- English proficiency on the level of C1.

The Master programs starts once a year in mid-October. Most of the Master courses offered in the spring semester require a cultural sciences background. They rely strongly on the content covered in the first semester of our Master program.

We ask students interested in taking Master courses to send us transcript of records with all the courses they have taken so far, both on the Bachelor and the Master level, so that we can check if they fulfill the prerequisites.

It is also possible to mix Bachelor and Master courses, depending on the course schedule.

### ***Disclaimer about COVID-19:***

As of April 2022, we are planning on having **face-to-face lectures**. Because of this, we are looking forward to welcoming our exchange students in Karlsruhe for a **physical exchange**, a **complete online exchange semester will not be offered**. Of course, we are in constant contact with the respective state and local authorities in order to adhere to their latest regulations and will react accordingly if on-site lectures would no longer be possible. The Karlshochschule International Office will regularly send updates to accepted students and its university partners as and when necessary.

***It is important to emphasize that the Course Offerings for AY22-23 may be subject to change or availability based on current COVID regulations and the blended (offline vs online) approach being offered.***

## **Programmes offered:**

New bachelor programmes, first-year courses:

<https://karlshochschule.de/en/bachelor/bachelor-programs>

CORE	Core Curricular Modules
BCS	Communication, Social Media and Storytelling
BDT	Digital Transformation and Ethics
CCE	Citizenship and Civic Engagement
GGL	Globalization, Governance and Law
IR	International Relations
BIB	International Business
BIM	International Marketing
BAM	Arts and Management
PPE	Politics, Philosophy & Economics
BSP	Social Psychology: Organization, Management, Counseling
BSD	Strategic Diversity and Inclusion Management
BSM	Sustainability Management and Social Responsibility

Old bachelor programmes, second and three-year courses:

CORE	Core Curricular Modules
BMAE	Management with Arts and Entertainment
BMEV	Management with Event Management
BMMC	Management with Media Communication
BMMA	Management with Marketing
CCE	Citizenship and Civic Engagement
GGL	Globalization, Governance and Law
IBIM	International Business with Intercultural Management
IBRB	International Business with Responsible Business
IR	International Relations
PPE	Politics, Philosophy & Economics

Master programmes:

*(subject to availability based on pre-requisites and demand)*

MM	Masters (M.A) in Management with specializations
MST	Masters (M.A) in Social Transformation-Politics, Philosophy & Economics

## Language courses (fall/spring)

The classes are taught at different CEFR levels, availability of languages and specific levels depend on a minimum number of participants.

- English (6 ECTS)
- Academic Writing (6 ECTS)\*\*
- German Language (6 ECTS)
- Arabic (6 ECTS)
- Chinese (6 ECTS)
- French (6 ECTS)
- Italian (6 ECTS)
- Japanese (6 ECTS)
- Portuguese (6 ECTS)
- Russian (6 ECTS)
- Spanish (6 ECTS)

\*\* requires an English language proficiency level of C1

**All courses are subject to availability based on demand.**

## German as a Foreign Language 1

<p>Qualifications objectives of the module:</p>	<p>Students who have successfully participated in this module will be able to:</p> <p style="text-align: center;"><b>either</b></p> <p>–deal with simple everyday situations in the spoken language,          –understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A1-A2, with no previous knowledge of the language),</p> <p style="text-align: center;"><b>or</b></p> <p>–use their spoken language to take part in a suitable range of advanced business communication situations,          –draw up accompanying written documents (target level B1-B2, with previous knowledge of the language with approx. three years of German at school).</p>
<p><i>Content of the module:</i></p>	<ul style="list-style-type: none"> <li>– Communication skills in everyday situations</li> <li>– Pronunciation and intonation</li> <li>– General vocabulary</li> <li>– Basic grammar</li> <li>– Business vocabulary</li> <li>– Simple application of the language in professional situations</li> <li>– Production of simple texts</li> <li>– Initial contact with the civilisation and culture of the German-speaking world</li> </ul>
<p><b>Target level A1-A2, specifically:</b></p>	<ul style="list-style-type: none"> <li>– The basics of the phonetic and written form of the foreign language</li> <li>– Basic grammatical structures</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul>
<p><b>Target level B1-B2, specifically:</b></p>	<ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Extension of the general vocabulary and the basics of business vocabulary</li> <li>– Specialised texts</li> <li>– Learning aids</li> </ul>

## German as a Foreign Language 2

<p>Qualification objectives of the module:</p>	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– deal with simple everyday situations in the spoken language,</li> <li>– understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A2, with little knowledge of the language),</li> </ul> <p style="text-align: center;"><b>or</b></p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of business communication situations,</li> <li>– draw up accompanying written documents (target level B1-B2, with previous knowledge of the language with approx. three years of German at school).</li> </ul> <p style="text-align: center;"><b>or</b></p> <ul style="list-style-type: none"> <li>– follow complex business communication situations and take part in them using the spoken language,</li> <li>– write longer texts with analytical contents in German.</li> </ul>
<p>Content of the module:</p>	<ul style="list-style-type: none"> <li>- Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills.</li> <li>- Information on culture and civilisation is also included regularly in the course.</li> </ul>
<p><b>Target level A2, specifically:</b></p>	<ul style="list-style-type: none"> <li>- The basics of the phonetic and written form of the foreign language</li> <li>- Basic grammatical structures</li> <li>- Basic lexis</li> <li>- Learning aids</li> </ul>
<p><b>Target level B1-B2, specifically:</b></p>	<ul style="list-style-type: none"> <li>- Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>- Extension of the general vocabulary and the basics of business vocabulary</li> <li>- Specialised texts</li> <li>- Learning aids</li> </ul>

## English as a Foreign Language (Business English) 1

<p>Qualification Objectives of the module:</p>	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– communicate in a broad variety of business situations in the English language,</li> <li>– know advanced terminology used in business as well as parts of the language for specific purposes and apply the terminology in practical business situations,</li> <li>– write complex texts,</li> <li>– use important rhetorical skills in English business communication environments,</li> <li>– participate actively in practical situations, initiating both subject-oriented discussions as well as interpersonal talk.</li> </ul> <p>English level C1.1 (according to the Common European Framework of Reference for Languages)</p>
<p>Content:</p>	<p>Introduction to general business English terminology and vocabulary for specific purposes, introduction to business communication skills (written and oral), application of knowledge and skills in basic role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.</p>
<p>Learning Methods:</p>	<p>Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production.</p>
	<p>Special features are specified at the beginning of the semester.</p>



## English as a Foreign Language 2

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"><li>– communicate with ease in a broad variety of business situations in the English language,</li><li>– know the advanced terminology used in business as well as the language for specific purposes and apply it confidently in practical business situations,</li><li>– write complex and coherent texts,</li><li>– express themselves spontaneously and fluently in different situations,</li><li>– differentiate shades of meaning in complex contexts.</li></ul> <p>English Level C1.2. (according to the Common European Framework of Reference for Languages)</p>
Content of the module	<p>Introduction to advanced business English terminology and vocabulary for specific purposes on an abstract and idiomatic level, advanced communication skills (written and oral), application of knowledge and skills in complex role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.</p>
Teaching and learning methods of the module	<p>Interactive lectures, case studies, role plays:</p> <p>exercises focussing on listening comprehension and oral production, reading comprehension and writing production</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>Special features are specified at the beginning of the semester.</p>

## Academic Writing English

Duration:	1 semester
Required level:	C1
Content:	<p>This course is for C1 level students who wish to improve their academic English skills. It is an integrated skills course, which means that students who participate in the course will develop their skills of reading, writing, listening and speaking in an academic context. The topics and texts are for students of all disciplines and the course teaches language and skills that will be of use to students working in all subjects.</p>

## Courses offered in the Fall Semester 2022 / 2023

### First-year courses, Bachelor of Arts, Undergraduate

No.	Prog.	Title	ECTS-Credits
IMAN	CORE	<a href="#">Introduction to Management</a>	6
REPR	CORE	<a href="#">Responsible Practices: Culture, Society, Ethics</a>	5
SCIE	CORE	<a href="#">Introduction to Scientific Research Methods</a> (2 semester course)	8
OENV	CORE	<a href="#">Organizational Environment</a>	5
GECO	CORE	<a href="#">Global Economy</a>	4
INIR	IR	<a href="#">Introduction to International Relations</a>	5
INOR	IR	<a href="#">International Organizations</a>	5
PHIL	PPE	<a href="#">Introduction in Political Philosophy</a>	5
IPOS	PPE	<a href="#">Introduction in Political Science</a>	5
I IPL	GGL	<a href="#">Introduction to International Public Law</a>	5
CITI	CCE	<a href="#">Citizenship</a>	5

### Second-year courses, Bachelor of Arts, Undergraduate

No.	Prog.	Title	ECTS-Credits
RESO	CORE	<a href="#">Resources: Financial Resources, Human Resources, Organization</a>	6
I PRO	CORE	<a href="#">Introductory Company Project</a>	6
VALS	IB	<a href="#">Global Value Supply Chains</a>	6
ARST	IR, PPE	<a href="#">Area Studies</a>	6
SICO	BMMC	<a href="#">Strategic and Integrated Communication</a>	6
SENT	IBRB	<a href="#">Sustainable Entrepreneurship &amp; Social Innovation</a>	6
MIIC	IBMA	<a href="#">Marketing Strategy, Implementation and Controlling</a>	6
SEDD	BMEV	<a href="#">Sustainable Events: Development and Design</a>	6
IHRD	IBIM	<a href="#">Intercultural Human Resources Development</a>	6
IABM	BMAE	<a href="#">Managing Culture Strategically:</a> <a href="#">Institutional Arrangements and Business Models</a>	6
ANTH	IR,PPE	<a href="#">Anthropology</a>	6
CORE	IR,PPE	<a href="#">Conflict Resolution</a>	6

## Third-year courses, Bachelor of Arts, Undergraduate

No.	Prog.	Title	ECTS-Credits
JHCR	IR,PPE	<a href="#">Justice, Human and Constitutional Rights</a>	6
ECIN	IR, PPE	<a href="#">Economic Institutionalism</a>	6
CHIN	IBMA	<a href="#">Change and Innovation</a>	6
ELAU	IR,PPE	<a href="#">Ethical Leadership in an uncertain digital world</a>	6
ETGL	IR,PPE	<a href="#">Ethics and Globalization</a>	6
ETPR	IR,PPE	<a href="#">Ethics in Practice</a>	6
MELE	CORE	<a href="#">Marketing Elective</a>	6

## Fourth-year courses, Master of Arts

### General modules

No.	Prog.	Title	ECTS-Credits
CUTU	MM	<a href="#">Key Concepts for the Study of Management as Culture: Cultural Turns</a>	5
BUSA	MM	<a href="#">Business Analysis</a>	5
LERE	MM	<a href="#">Controlling: Leading for Results</a>	5
INEC	MST	<a href="#">Introduction Behavioural Economics</a>	5
IPHI	MST	<a href="#">Introduction to Philosophy of Action</a>	5
INPA	MST	<a href="#">Introduction Political Action, Agency and Affect</a>	5

*Specialization modules (availability depending on demand; ABRA and CRCO might not be offered):*

No.	Prog.	Title	ECTS-Credits
ABRA	MM	<a href="#">Approaching Brands</a>	5
ASUS	MM	<a href="#">Approaching Sustainability</a>	5
CRCO	MM	<a href="#">Creativity in Context</a>	5
CSIC	MM	<a href="#">Culture and Society in Change - History and Trends</a>	5
IDTY	MM	<a href="#">Identity</a>	5
GLFB	MM	<a href="#">Globalization From Below</a>	5

## Courses offered in the Spring Semester 2023

### First-year courses (Bachelor of Arts, Undergraduate)

No.	Prog.	Title	ECTS-Credits
STRA	CORE	<a href="#">Basic Principles in Strategic Management</a>	5
SUDE	IR,PPE	<a href="#">Sustainable Development</a>	4
POLP	IR,PPE	<a href="#">Political Philosophy</a>	6
STRA	IR,PPE	<a href="#">Introduction in Strategic Practice</a>	6
FPAN	IR,PPE	<a href="#">Foreign Policy Analysis</a>	6
GLOG	IR,PPE	<a href="#">Global Governance</a>	6

### Second-year courses (Bachelor of Arts, Undergraduate)

No.	Prog.	Title	ECTS-Credits
MACC	CORE	<a href="#">Managerial Accounting</a>	6
APRO	CORE	<a href="#">Advanced Company Project</a>	6
DIMA	IBIM	<a href="#">Diversity &amp; Management</a>	6
CELM	IBRB	<a href="#">Circular Economy Lifecycle Management</a>	6
DCMA	BMMA	<a href="#">Digital Channel Management</a>	6
DIGA	BMMC	<a href="#">Digitalization, Interactivity and Gamification</a>	6
CDCA	BMAE	<a href="#">Challenging Digitalization in Culture and the Arts</a>	6
CDDI	BMEV	<a href="#">Challenges of Digitalization for Developing Inspiring Events</a>	6
IFAS	CORE	<a href="#">International &amp; Sustainable Finance</a>	6
STTE	IR/PPE	<a href="#">The State in Comparative Context</a>	6
IHRP	IR/PPE	<a href="#">International Human Rights Politics</a>	6
MELE	BMMA	<a href="#">Marketing Elective (online only)</a>	6

## Fourth-year courses (Master of Arts)

### *General modules:*

<b>No.</b>	<b>Prog.</b>	<b>Title</b>	<b>ECTS-Credits</b>
CMAC	MM	<a href="#">Culture, Markets &amp; Consumption</a>	5
NORU	MM	<a href="#">Governance: Norms, Rules &amp; Rituals</a>	5
STRT	MM	<a href="#">Strategic Practice</a>	5
POCO	MM	<a href="#">Power &amp; Conflict</a>	5

### *Specialization modules:*

<b>No.</b>	<b>Prog.</b>	<b>Title</b>	<b>ECTS-Credits</b>
ICCC	MM	<a href="#">Creative Industries</a>	5
SURD	MM	<a href="#">Sustainable Urban Development</a>	5
DORC	MM	<a href="#">Diversity &amp; Organizational Culture</a>	5
BRAS	MM	<a href="#">Brand Strategies</a>	5
PERF	MM	<a href="#">Creative Constructions – Performance and Performativity</a>	5
GTCA	MM	<a href="#">Global Trade, Challenges &amp; Alternatives</a>	5

# Module Descriptions

## Introduction to Management

<b>Introduction to Management</b>	
<b>Status: December 2021</b>	
Modul-Nr. / Code	IMAN
Module title	Introduction to Management
Semester or trimester	1st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the management cycle (analyze) and has particular references to STRA (plan), MVRE (plan) RESO (do), CARE (check), CHIN (act) and MELE.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Ronald Hartz
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 70 hours, Self-study = 110 hours)
Hours per week (SWS)	5
Assessment type / requirement for the award of credits	The Assessment type is a Written Exam according to § 14 (2)  Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> <li>• define and distinguish the main challenges of entrepreneurial activity and to relate them to enablers and constraints</li> <li>• describe the challenge of developing a product or service being valuable for customers (marketing management) and examine the potential of exploiting or manipulating others</li> <li>• describe the challenge of unfolding a value chain for creating and delivering value (operations management, supply chain management) and examine environmental implications</li> <li>• describe the challenge of coordinating financial flows along the value chain and thus recall principles of accounting, financing and investment appraisal (accounting, finance)</li> <li>• describe the challenge of organizing an organizational framework for allocating and distributing work packages among different people and of coordinating these people in an effective, sustainable and respectful way (human resources management)</li> <li>• describe the challenge of contextualizing organizations within legal requirements including institutional forms and taxation (legal, taxation)</li> <li>• recognize management as a cross-sectional function for planning, allocating, controlling and re-thinking the use of resources on the basis of the PDCA cycle</li> <li>• identify management techniques as cultural techniques and recall their political, societal, philosophical and/or anthropological implications</li> </ul>



	<ul style="list-style-type: none"> <li>• present the roles of managers in the context of different organizations from different perspectives.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• General Management <ul style="list-style-type: none"> <li>○ Managerial, organizational, entrepreneurial activities</li> <li>○ Management goals (profit, non-profit, purpose-oriented)</li> <li>○ Key activities (decision-making, planning)</li> </ul> </li> <li>• Marketing <ul style="list-style-type: none"> <li>○ Key concepts of marketing (value-based marketing, customer relationships, segmentation, positioning, branding, marketing instruments, market research)</li> <li>○ Critical Marketing Studies</li> </ul> </li> <li>• Operations Management &amp; Supply Chain Management <ul style="list-style-type: none"> <li>○ History (Industrial Revolution &amp; Taylorism)</li> <li>○ Key concepts (production systems, effectiveness/effectivity, production planning, supply chain/supply chain management)</li> </ul> </li> <li>• HR &amp; Organization <ul style="list-style-type: none"> <li>○ Key concepts of organization (vertical structures, departmentalization, horizontal coordination)</li> <li>○ Key concepts of human resource management (recruiting, managing talent, compensation &amp; benefits)</li> <li>○ Key concepts of leadership (leadership styles, followership)</li> <li>○ Organizational communication, corporate culture</li> <li>○ Critical Management Studies</li> </ul> </li> <li>• Finance &amp; Accounting <ul style="list-style-type: none"> <li>○ Key concepts of financial accounting (double-entry bookkeeping, financial statements)</li> <li>○ Key concepts of managerial</li> </ul> </li> </ul>

	<p>accounting (cost accounting, cost-benefit analysis, profitability reporting, budgeting, cash flow forecasting)</p> <ul style="list-style-type: none"> <li>○ Financial markets</li> <li>○ Risk management</li> <li>● Legal &amp; Taxation <ul style="list-style-type: none"> <li>○ Basic concepts of commercial law, labor laws, competition law</li> <li>○ Basic concepts of taxation</li> </ul> </li> <li>● General Management <ul style="list-style-type: none"> <li>○ Quality management &amp; PDCA cycle</li> <li>○ Corporate Citizenship &amp; Corporate Social Responsibility</li> <li>○ The role of managers in society and culture</li> </ul> </li> </ul>
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	

## Responsible Practices: Culture, Society, Ethics

<b>Responsible Practices: Culture, Society, Ethics</b> <b>Status: December 2021</b>	
Modul-Nr./ Code	REPR
Module title	Responsible Practices: Culture, Society, Ethics
Semester or trimester	1st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module forms the general foundation for a critical perspective on theory and practice and has particular links to the modules in the Management Cycle (IMAN, STRA, MVRE, RESO, CARE, CHIN, MELE) and in the Psychology Cycle
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Prof. Dr. Michael Zerr
Teaching language	English

Number of ECTS credits	5
Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact hours = 42 hours, Self-study = 108 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	Prerequisite for passing the module (passed / failed) and the awarding of credit points is the regular participation and processing of the accompanying reflection tasks.
Grading & weighting of the grade within the total grade	not applicable
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> <li>• understand the connection between knowledge and interest</li> <li>• interpret the theoretical and practical contingency of management and knowledge about leadership and leadership practices and their historical and cultural conditionality</li> <li>• classify management in a discourse context of instrumental rationality, feasibility, technocratic-bureaucratic formalization and quantification, alienation as well as power and control, exploitation and dominance.</li> <li>• make the "Cultural Turns" conceptually and methodologically fruitful for analysis and understanding of management and leadership practice</li> <li>• distinguish different positions, approaches, concepts, discourses and schools from business ethics from philosophical, economic and practical points of view and to present their statements and significance to the relationship between ethics and economics</li> <li>• critically question the "autonomy" and determinacy of economic action and the "normativity of economic factual logic" with regard to ethical claims and to reflect on the possibilities of a reintegration of practice, poetry and phronesis</li> <li>• reflect on their own study goals and personal motivations for a professional activity in management, to identify the cultural and social conditionality of their own thinking, learning and acting and to reflect on the connection between "group, topic, ego and</li> </ul>

	<p>globe" within the framework of a moderated topic-centered interaction.</p> <ul style="list-style-type: none"> <li>• experience and interpret different modes of "sensing" and "sense-making" in oneself and in "others" and to integrate them in the sense of holistic personality development</li> <li>• reflect, understand and interpret the integrative context of the programme with regard to its importance for their own professional development and lifelong learning</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• Knowledge and Human Interest</li> <li>• Power and Knowledge</li> <li>• Ethical Approaches: Overview</li> <li>• Ethics and Digitization</li> <li>• Ethics and Economy</li> <li>• Cultural Turns</li> <li>• Postcolonial View</li> <li>• Feminist Perspectives</li> <li>• Historical Development and Contingency</li> <li>• Critical Management</li> <li>• Doing Ethics</li> </ul>
Teaching and learning methods of the module	Interactive lectures, independent study of texts, classroom discussions, individual and group exercises, moderated reflection
Specials (e.g. online part, practice visits, guest lectures, etc.)	

## Introduction to Scientific Research Methods

\*can only be taken if you are staying for the whole Academic Year

<b>Introduction to Scientific Research Methods</b> <b>Status: December 2021</b>	
Modul-Nr./ Code	SCIE
Module title	Introduction to Scientific Research Methods
Semester or trimester	1st and 2nd Semester
Duration of module	Two Semesters
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Every Year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	The module is applicable to all bachelor programs at Karlshochschule. It provides the methodological preparation to all modules.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Prof. Dr. Robert Lepenies

	Prof. Dr. Nadja Meisterhans
Teaching language	English
Number of ECTS credits	8
Total workload and its composition (e.g. self-study + contact time)	Total workload = 240 Hours (Contact Hours per Semester = 42 Hours, Self-Study per Semester = 78 Hours)  (Total contact hours = 84 Hours, Total Self-Study = 156 Hours)
Hours per week (SWS)	3 SWS per Semester
Assessment type / requirement for the award of credits	The Assessment type is a Learners Portfolio according to § 14 (7)  Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	4 %  Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: <ul style="list-style-type: none"> <li>• understand different approaches of science and epistemology</li> <li>• explain the connection between science theory and standards of scientific work in social sciences</li> <li>• apply working techniques of scientific work</li> <li>• carry out procedures of qualitative and quantitative data collection and analysis</li> <li>• communicate scientifically appropriate and effective</li> <li>• present results effectively</li> <li>• facilitate critical thinking, project</li> </ul>

	management and conflict-solving in small teams
Content of the module	<ul style="list-style-type: none"> <li>• The nature of science <ul style="list-style-type: none"> <li>○ Epistemological perspectives</li> <li>○ History of science</li> <li>○ Intertextual discourse</li> <li>○ Referencing</li> </ul> </li> <li>• Qualitative data collection <ul style="list-style-type: none"> <li>○ Observation</li> <li>○ Interviews</li> <li>○ Discourse analysis</li> <li>○ Audiovisual Analysis</li> </ul> </li> <li>• Qualitative data analysis <ul style="list-style-type: none"> <li>○ Coding procedures</li> <li>○ Theory-building</li> </ul> </li> <li>• Quantitative data collection <ul style="list-style-type: none"> <li>○ Theoretical models and hypotheses</li> <li>○ Operationalisation and measurement</li> <li>○ Sampling and data collection</li> </ul> </li> <li>• Quantitative data analysis <ul style="list-style-type: none"> <li>○ Descriptive analysis</li> <li>○ Inferential analysis (ANOVA, regression)</li> </ul> </li> <li>• Presenting scientific work (posters, presentations, papers)</li> </ul>
Teaching and learning methods of the module	Content will be presented video-based on an online learning platform, sessions used for Q&A, practicing methods, group work and mentoring
Specials (e.g. online part, practice visits, guest lectures, etc.)	



## Organizational Environment

<b>Organizational Environment</b> <b>Status: December 2021</b>	
Modul-Nr./ Code	OENV
Module title	Organizational Environment
Semester or trimester	1st Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module builds the basis for both the management cycle and the psychology cycle.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Stefan Jäger
Teaching language	English
Number of ECTS credits	5

Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact hours = 42 hours, Self-study = 108 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Case Study according to § 14 (12)  Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2,5 %  Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able: <ul style="list-style-type: none"> <li>• to describe political, economic, socio-cultural, technological, ecological and legal factors influencing entrepreneurial and business activity at local, regional, national and international level and their interactions,</li> <li>• to present, classify and interpret current economic problems and the essential theoretical approaches and models of economics,</li> <li>• to present the basic framework conditions, actors, institutions and instruments of (economic) political action and to critically interpret political decisions on the use of social resources,</li> <li>• to describe the importance of the legal system for entrepreneurial action in a national and international context and to solve entrepreneurial design tasks with the means of private, commercial, trade and labor law and</li> <li>• to perform a PESTEL analysis to</li> </ul>

	<p>explain opportunities and threats for businesses.</p>
<p>Content of the module</p>	<ul style="list-style-type: none"> <li>• Political, economic, social, technological, ecological and legal framework conditions for entrepreneurial activity</li> <li>• Institutions, instruments and objectives of economic policy</li> <li>• The importance of political institutions and relationships for entrepreneurship</li> <li>• Economic systems</li> <li>• Basic concepts of economics</li> <li>• Life cycle analysis and national accounts</li> <li>• Development of economic indicators</li> <li>• Main areas of macroeconomics and microeconomics</li> <li>• Social and demographic context of entrepreneurial activity</li> <li>• Public law: guarantee of freedom and reliable framework conditions</li> <li>• Forms of private law design in an entrepreneurial context, e.g.: <ul style="list-style-type: none"> <li>○ Principles of purchase contract law</li> <li>○ Principles of contract for work and services law</li> <li>○ Principles of company law</li> <li>○ Principles of commercial law</li> <li>○ Principles of labour law</li> </ul> </li> <li>• Comparison of different legal cultures and (legal) forms of cross-border action</li> <li>• PESTEL-Analysis</li> </ul>
<p>Teaching and learning methods of the module</p>	<p>Combination of interactive lecture, practice, self-study:</p>

	<p>Interactive Lecture (Instruction)</p> <p>Exercise with case studies on location decisions and country analyses (guided construction by students)</p> <p>Self-study for independent preparation and follow-up (design and reflection)</p>
<p>Specials (e.g. online part, practice visits, guest lectures, etc.)</p>	<p>Case studies, business games, simulation, excursions to political institutions or companies with current location decisions</p>

## Global Economy

<b>Global Economy</b> <b>Status: August 2021</b>	
Module-Nr./ Code	GECO
Module title	Global Economy
Semester or trimester	1 <sup>st</sup> semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the study programs "International Business", "International Relations", "Politics, Philosophy and Economics", "Citizenship and Civic Engagement" and "Globalization, Governance and Law". It has interconnections to most other modules in these study programs, especially the modules Sustainable Development (SUDE), Area Studies (ARST), International Collaboration (ICOL) as well as to Cultural Studies (CUST), INIR, INOR, Ethics, FPAN, ECIN, JHCR, SIEM.

Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Prof. Dr. Robert Lepenies Dr. Hubert Hieke
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type of this module is a Written Examination of 120 minutes according to § 14 (2) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– outline the history of globalization from a critical perspective</li> <li>– differentiate orthodox and heterodox economic approaches and outline their epistemological and ideational foundations</li> <li>– apply orthodox and heterodox theories and models that facilitate the analysis of international economic activity and policy</li> <li>– identify their respective challenges, obstacles and limitations</li> <li>– denominate and present the processes of globalization from an interdisciplinary perspective, and the implications for business, politics and civil society</li> </ul>

<p>Content of the module</p>	<p>The course content includes:</p> <ul style="list-style-type: none"> <li>- Globalisation: What is it all about?</li> </ul> <p>Noneconomic versus Economic Perspective. Indicators of Globalisation.</p> <ul style="list-style-type: none"> <li>- Models of International Trade. Absolute and Comparative Advantage. Gains from Trade.</li> <li>- Trade Regulation: Tariffs, Permits, Externalities. Non-Economic Regulations.</li> <li>- The origins of money and debt</li> <li>- International finance</li> <li>- Strategies of economic development</li> <li>- Balance of Payments. Regional and Global Trade Imbalances. Issues and Implications of International (Non-) Competitiveness.</li> <li>- Environmental Issues such as Climate Change. Social Welfare - Race to the Bottom? Poverty and Equity. International Migration.</li> <li>- Winners and Losers of Globalisation? Local-National- International-Global? Post- Growth? Limits to Growth? Has Economics gone too far?</li> <li>- Economic policy I: fiscal and monetary</li> <li>- Economic policy II: trade and income</li> <li>- Beyond Globalization?</li> </ul>
<p>Teaching and learning methods of the module</p>	<p>Theoretical components will interact with case studies and exercises (group and individual).</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>-</p>

## Introduction to International Relations

<b>Introduction to International Relations</b> <b>Status: July 2021</b>	
Module-Nr./ Code	INIR
Module title	Introduction to International Relations
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– Describe the evolution of the modern states system and the transition from international to global society as context for the discipline IR</li> <li>– Explain and discuss the development of International Relations</li> <li>– Demonstrate an understanding of the major theories, concepts and debates in the discipline of International Relations and appreciate the strengths and weaknesses of the different approaches</li> <li>– Ability to think critically about International Relations and its relevance to the experience and interests of actors in the Americas, Europe, Asia, Australasia, Africa and the Middle East</li> <li>– Basic understanding of the major international and regional institutions in world politics as well as significant developments in world politics</li> <li>– Demonstrate critical understanding of both the philosophical and practical issues, which have underpinned the study, and practice of International Relations</li> <li>– Apply IR theory in a sophisticated way to a number of issue areas</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• Theory and the Study of International Relations</li> <li>• Classical Realism – War, Human Nature and the use of Force</li> <li>• Neorealism – Explaining Superpower Dominance</li> <li>• Liberalism and liberal institutionalism</li> <li>• Constructivism – conventional and</li> </ul>



	<p>critical approaches</p> <ul style="list-style-type: none"> <li>• The English School and International Society</li> <li>• Structural Marxism</li> <li>• Critical Theory</li> <li>• Feminist approaches</li> <li>• Poststructuralism and Postmodernism</li> <li>• Postcolonial and decolonial approaches</li> <li>• International Ethics</li> <li>• Cosmopolitanism</li> </ul> <p>Case Studies (Theories in Practice)</p> <ul style="list-style-type: none"> <li>• Global Justice and the State</li> <li>• Foreign Policy, Diplomacy and War</li> <li>• International Political Economy</li> <li>• Terrorism</li> <li>• Human Rights</li> <li>• Regionalism</li> <li>• Environment and Sustainability</li> <li>• International Law and Humanitarian Intervention</li> <li>• Institutions and Regimes</li> </ul>
Study Semester (or Trimester)	1 <sup>st</sup> semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 56, self-study = 94 hours)
Hours per week	4
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	This module is applicable for the bachelor program "International Relations". It has interconnections with all specific IR modules, as well as GECO and SUDE, ARST, ICOL, CORE, ECIN, ETSU and JHCR.
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Anthony Teitler

Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2,5 %  Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## International Organizations

<b>International Organizations</b>	
<b>Status: May 2021</b>	
Module-Nr./ Code	INOR
Module title	International Organizations
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– Describe historical trends in the development of the existing global institutional framework</li> <li>– Identify the key features, roles and responsibilities of different International Organisations</li> <li>– Illustrate the role of state and non-state actors</li> <li>– Explain the internal and external dynamics of international organisations in a changing global environment</li> <li>– Distinguish major global challenges related to institutional integration</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• Theory and History of International Organizations</li> <li>• Policy-Making in International Organizations</li> <li>• Activities of International Organizations</li> <li>• United Nations I: Goals, Charter, Organs, Organization</li> <li>• United Nations II: Security Council</li> <li>• European Union, Council of Europe</li> <li>• ASEAN</li> <li>• Arab League</li> <li>• WTO, IMF &amp; World Bank</li> <li>• ILO, WHO, WIPO, WFP, UNESCO, UNICEF, IOM etc.</li> <li>• OECD, OPEC</li> <li>• NATO, OSCE</li> <li>• International Court of Justice &amp; International Criminal Court</li> </ul>

	<ul style="list-style-type: none"> <li>• International Non-Governmental Organizations</li> </ul>
Study Semester (or Trimester)	1 <sup>st</sup> semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 56, self-study = 94 hours)
Hours per week	4
Course type (mandatory, elective, etc.)	Mandatory
Applicability 24ft he module	The module is applicable to the bachelor programs "International Relations" and "Globalization, Governance and Law". It has interconnections with all specific IR and GGL modules, as well as ECIN, GECO, CUST, FPAN, CORE, ICOL, ETGL, ETPR, JHCR
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Dr. Lars Thomann Prof. Dr. Anthony Teitler
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 14 (6) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2,5 %
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
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## Introduction into Political Philosophy

<b>Introduction in Philosophy</b> <b>Status: July 2021</b>	
Module-Nr./ Code	PHIL
Module title	Introduction in Philosophy
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> <li>• distinguish different systems and sub-disciplines of philosophy and describe the key questions and concepts from each of the main areas, i.e. Logic, Metaphysics/Ontology, Epistemology, Philosophy of Knowledge and Science, Philosophy of Language, Philosophy of Mind, Ethics, Political Philosophy and Aesthetics</li> <li>• reason, i.e., reflect and express philosophical ideas and argumentations in an organized and logical consistent way, and examine and evaluate arguments and their representation</li> <li>• discuss and analyse philosophical questions and issues or positions like scepticism, free will, personal identity, realism vs. antirealism, the mind/body problem, utilitarianism vs. deontology, ethical obligations, moral relativism vs. universalism, justice, practical wisdom</li> <li>• critically evaluate major contributions to the history of philosophy and contemporary philosophy</li> </ul>
Content of the module	<ol style="list-style-type: none"> <li>1. What is Philosophy</li> <li>2. History of Philosophy</li> <li>3. Philosophical Reasoning</li> <li>4. Argumentation</li> <li>5. Logic</li> <li>6. Metaphysics/Ontology</li> <li>7. Epistemology, Philosophy of Knowledge and</li> </ol>

	<p>Science</p> <p>8. Philosophy of Language</p> <p>9. Philosophy of Mind</p> <p>10. Ethics and Moral Philosophy</p> <p>11. Political Philosophy</p> <p>12. Aesthetics</p> <p>13. Analytical Philosophy</p> <p>14. Continental Philosophy</p> <p>15. Contemporary Philosophy and <a href="#">postmodern philosophy</a></p>
Study Semester (or Trimester)	1 <sup>st</sup> semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 56, self-study = 94 hours)
Hours per week	4
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	This module is applicable to the bachelor program "Politics, Philosophy, Economics". It has interconnections with all specific PPE modules, as well as ETPR, ETGL, ETSU, CUST, POLP and JHCR
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Prof. Dr. Wendelin Küpers
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type of the module is an Essay according to § 14 (6) Course and Examination Regulation (CER).
Weighting of the grade within the total grade	2,5
Teaching and learning methods of the module	Lectures/Seminar, thought experiments, debate, self-study

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
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## Introduction in Political Science

<b>Introduction in Political Science</b>	
<b>Status: May 2021</b>	
Module-Nr./ Code	IPOS
Module title	Introduction in Political Science
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> <li>• distinguish various sub-disciplines and approaches in political science, e.g. comparative politics, governance, political theory, international relations</li> <li>• comparatively analyse political processes (e.g. democratization, transformation, revolution, social movements), institutions (legislative, executive, judicial), actors (e.g. political parties, interest groups, the media) and issues/agendas of political debate and differentiate between types of political, governmental and electoral regimes</li> <li>• contrast important political ideologies, (e.g. liberalism, conservatism, socialism, Marxism, feminism) and ideas (e.g. about democracy, state, power, justice, rights), construct and evaluate different interpretations and apply conceptual approaches to various political contexts</li> <li>• identify the strengths and limitations of different international relation theories and describe the basics of the contemporary international system</li> <li>• describe the major theoretical and methodological approaches in the field of political science and apply (empirical) research methods in the field of modern political science</li> </ul>

Content of the module	<ol style="list-style-type: none"> <li>1. Differentiation between politics and political science</li> <li>2. Political power</li> <li>3. Comparative Politics</li> <li>4. Political Institutions</li> <li>5. Political Actors</li> <li>6. Governance</li> <li>7. The State</li> <li>8. Elections and voting</li> <li>9. Political Theory: Overview of Ideologies and Ideas</li> <li>10. Political Processes</li> <li>11. Socio-cultural Structure of Politics</li> <li>12. International Relations and the Contemporary International System</li> <li>13. Theoretical and Methodological Research Approaches</li> <li>14. Empirical Research Methods in Political Science</li> </ol>
Study Semester (or Trimester)	1 <sup>st</sup> semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 56, self-study = 94 hours)
Hours per week	4
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	This module is applicable to the bachelor programs "Politics, Philosophy, Economics" and "Citizenship and Civic Engagement". It has interconnections with all specific PPE and CCE modules, as well as FPAN, POLP, CORE, JHCR, SUDE, ARST and STRA.
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Nadja Meisterhans Stephan Zimmermann
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER).



Grading & weighting of the grade within the total grade	2,5 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study, debate
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Introduction to International Public Law

<b>Introduction to International Public Law</b> <b>Status: August 2020</b>	
Module-Nr./ Code	12.1.3 IIPL
Module title	Introduction to International Public Law
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"><li>• describe the evolution, proliferation, diffusion, standardization, fragmentation, pluralization and contestation of conflicting and overlapping international/global norms and regimes from the peace of Westphalia to the present</li><li>• demonstrate a critical understanding of the theories and principles upon which international law is based</li><li>• evaluate the contestation of norms from the point of legal anthropology/ethnology and postcolonial theory</li><li>• distinguish the sources of public international law, the processes of creation, assertion, acceptance, legitimization</li><li>• identify the various key players in the global legal arena (including states, international organisations, courts, NGO's, MNC'S etc. )</li><li>• discuss the basic principles of international public law from an interdisciplinary perspective</li><li>• critically reflect the ethical and cultural implications of implementation and contestation of public international law</li><li>• apply different legal regimes to current cases</li></ul>

Content of the module	<ol style="list-style-type: none"> <li>1. Theory of International Law</li> <li>2. Nature of the International Legal System</li> <li>3. History of the International Legal System</li> <li>4. Legal Anthropology and post-colonial theory</li> <li>5. Sources of International Law</li> <li>6. Players in the International Legal System</li> <li>7. Relationship between international law and national law</li> <li>8. Law of Treaties</li> <li>9. Jurisdiction</li> <li>10. State Responsibility</li> <li>11. Ambiguity</li> <li>12. Ethical and cultural implications of (unequal access to) processes of international juridification</li> </ol>
Study Semester (or Trimester)	1 <sup>st</sup> semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 56, self-study = 94 hours)
Hours per week	4
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	Interconnections with all specific GGL modules, especially GECO, INOR, POLP, GLOG, ANTH, CORE, ICOL, CSOC, ECIN, ETGL, ETPR, JHCR

Entry requirements	none
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Silvia Steininger Prof. Dr. Michael Zerr
Teaching language	English
Assessment type / requirement for the award of credits	Case Study '60 § 14 (12) CER 01.02.2014
Weighting of the grade within the total grade	2,5%
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Citizenship

<b>Citizenship</b>	
Module-Nr./ Code	11.1.4 CITI
Module title	Citizenship
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> <li>– distinguish historical, philosophical, social foundations, practices and models of service-learning and civic engagement</li> <li>– describe different concepts and theoretical approaches to citizenship and civil engagement</li> <li>– (re-)consider and reflect upon societal issues (e.g. poverty, unfair distribution, globalization, environment, diversity, discrimination, migration)</li> <li>– define critical factors for effective engagement</li> <li>– differentiate between different forms of involvement (e.g. participation, advocacy, activism, institutional politics etc.)</li> <li>– evaluate the role of service learning and engage in community based projects for their studies</li> <li>– create a personal action plan for the acquisition of qualifications and competences via community based service learning and theoretical reflection</li> </ul>
Content of the module	<ol style="list-style-type: none"> <li>1. Citizenship</li> <li>2. Civic Engagement</li> <li>3. Service Learning Approach (LdE): Practice &amp; Reflection</li> <li>4. Volunteering</li> <li>5. Community Involvement</li> </ol>

	6. Societal Issues 7. Strategies & Stakeholders 8. Organizations and Institutions 9. Processes: Activism, Advocacy, Participation 10. Resources 11. Civic Engagement and (Social) Media 12. Human Resources 13. (Crowd) Funding & Philanthropy 14. Personal Action & Learning Plan
Study Semester (or Trimester)	1 <sup>st</sup> semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 56, self-study = 94 hours)
Hours per week	4
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	Interconnections with all specific CCE modules, as well as STRA, CORE, SUDE, CHIN, JHCR
Entry requirements	none
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Prof. Dr. Michael Zerr
Teaching language	English
Assessment type / requirement for the award of credits	Learner's Portfolio
Weighting of the grade within the total grade	2,5%
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Resources: Financial Resources, Human Resources, Organization

<b>Resources: Financial Resources, Human Resources, Organization</b> <b>Status: September 2021</b>	
Module-Nr./ Code	RESO
Module title	Resources: Financial Resources, Human Resources, Organization
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	Seminars, accompanied by tutorials to optimise the link between theory and practice
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module IMAN is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	<p>This module is part of the management cycle (do) und has interconnections to the earlier modules IMQM, BENV (analyze), STRA (plan), the later modules MACC (check) and CHIN (act) as well as to the especially distinguishing module EIM and to the IB specific modules IKMK, INMN, MOPS, SUDE, IFAS and IMOF.</p> <p>This module is part of the Bachelor programs International Business and Management at Karlshochschule International University.</p>

Person responsible for the module	Prof. Frank Widmayer
Name(s) of the instructor(s)	Prof. Frank Widmayer Yikai Cao Iris Wuttke-Hilke
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 84, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	Presentation § 14 (9) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to:  Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– execute strategy based through a management process where they <ul style="list-style-type: none"> <li>–assess</li> <li>–select</li> <li>–recruit/procure</li> <li>–organize</li> <li>–allocate &amp;</li> <li>–develop</li> </ul> financial and human resources,</li> <li>– manage resources in a purposeful way in the context of varying conditions (“constraints”), strategies and</li> </ul>



	<p>conflict situations (“tensions”),</p> <ul style="list-style-type: none"> <li>– apply different methods of researching and making decisions regarding the procurement measures required in a company,</li> <li>– describe the tasks and instruments of financial management (financial consequences of productivity-based decisions, alternative forms of financing, short and long-term financial and liquidity planning, capital expenditure budgeting including its mathematical principles),</li> <li>– understand the role of human resource management within the context of general management, explain and critically question the most important structures and processes of HRM and apply selected methods and tools of personnel management,</li> <li>– analyse the composition of the organization and its formal structure, interpret the objectives and conditions of structuring an organization and assess organization structures with a view to the situation and cultural context.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Differentiation between the factors work and capital</li> <li>– The interrelation between productivity-based and financial decisions in a company</li> <li>– Decisions on the employment of capital (principles, static and dynamic methods of capital expenditures budgeting)</li> <li>– Decisions on the procurement of capital (systemisation and presentation of various financing types)</li> <li>– Tasks and instruments of financial management</li> <li>– Principles of financial and liquidity planning</li> <li>– Development and implementation of HR strategies</li> <li>– HR planning and procurement</li> <li>– HR selection</li> <li>– Personnel leadership, employee loyalty, personnel development</li> <li>– Views of man, work structuring, motivation, performance and reward</li> <li>– Conditions, objectives and concept of international HRM</li> <li>– Diversity as a challenge for personnel development</li> <li>– Interdependency between the organization and the individual</li> <li>– Organization with the context of starting a company</li> <li>– The organization from an institutional, functional and instrumental perspective</li> <li>– Organizational conditions and tensions</li> <li>– Structures and processes in conflict areas of formal and</li> </ul>

	informal organization – The impact of corporate culture on organization structuring
Teaching and learning methods of the module	Augmented-learning game with interactive lectures, group work and group discussions
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Introductory Company Project

<b>Introductory Company Project</b> <b>Status: September 2021</b>	
Module-Nr. / Code	IPRO
Module title	Introductory Company Project
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules “Introduction to scientific research methods” and “Basic Principles in Strategic Management” is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialisation of the students.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp

Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Coaches
Teaching language	German/English/other (depends on the subject of the project and the “sponsor”)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 84, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	Project work § 14 (11) CER
Weighting of the grade within the total grade	3 %  Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	In teams of 5-6 participants, the students find a project (from a pool of external projects), plan it autonomously and implement it, starting with the generation of an idea and concluding with a presentation of the results. In this process, they learn creative techniques and project management methods and develop communication and team-working skills.  Students who have successfully participated in this module will be able to:  <ul style="list-style-type: none"> <li>– to develop a project idea and alternative approaches using selected creative techniques,</li> <li>– to plan a project, carry it out and supervise it using appropriate methods, present it in its various steps, including the following: <ul style="list-style-type: none"> <li>○ formulate a project brief</li> <li>○ describe and assume the roles in a project team</li> <li>○ draw up a project structure plan and a</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ milestones plan</li> <li>○ draw up a Gantt chart or a similar tool</li> <li>○ plan and allocate resources using objective, time-related and budgetary criteria</li> <li>○ draw up and present a project report and other reports (progress report, change request, meeting minutes etc.)</li> <li>○ implement specific controlling instruments</li> </ul> <p>The students are also able to work in teams and recognise the opportunities and problems that arise from teamwork. They are also able to find ways out of a crisis and solve conflicts. The project also gives them experience in collaboration based on the division of labour.</p>
Content of the module	<ul style="list-style-type: none"> <li>– Introduction to the concept of the module</li> <li>– Historical outline and its role in a corporate context</li> <li>– Development, formulation and evaluation of a project idea and alternative approaches using selected creativity techniques</li> <li>– Project management starting with the project brief and concluding with the presentation of the results</li> <li>– Definition of the project objective</li> <li>– Formulation of the project brief</li> <li>– Composition of a project team</li> <li>– Draw up a project structure plan and a milestones plan</li> <li>– Draw up Gantt charts or use a similar tool</li> <li>– Plan and allocate resources using objective, time-related and budgetary criteria and find alternatives</li> <li>– Time buffer and uncertainty, critical path</li> <li>– Reporting and controlling instruments: progress report, change request, meeting minutes etc.</li> <li>– Implement controlling instruments</li> <li>– Overview of the architecture and application of selected project tools</li> <li>– Teambuilding, communication in a project, conflict management and crisis management</li> <li>– Revision and critical analysis</li> </ul>
Teaching and learning methods of the module	<p>Introductory workshops on methods and techniques</p> <p>Autonomous teamwork (self-managed teams)</p>

	Coached teamwork
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	An external project provided by a partner company or organization defined and managed by the students should be completed or carried out up to a specific milestone.

## Global Value Supply Chains

<b>Global Value Supply Chains</b> <b>Status: September 2021</b>	
Module-Nr./ Code	VALS
Module title	Global Value Supply Chains
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules IVEN and STRA is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform,

Applicability of the module to other programs	This module is part of the IB program.
Person responsible for the module	Prof. Dr. Dirk Wagner
Name(s) of the instructor(s)	Christian Wild
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Examination (120') § 14 (2) CER
Weighting of the grade within the total grade	3 %  Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to:  <ul style="list-style-type: none"> <li>– Explain the concept of global value chains (supply side) from a business transactional cost point of view</li> <li>– Understand the evolution of logistics, transportation centers and new technologies to explain future disruptions</li> <li>– Assess the importance of the operations management function for organizations to remain competitive in today's global business environment</li> <li>– Employ appropriate operation management frameworks, concepts, methods, tools and techniques for analysis of transactional costs, risk and gain, to help in decision-making and implementation of operations and logistics in a national and international</li> </ul>

	<p>context</p> <ul style="list-style-type: none"> <li>– Comprehend the complexities involved in global sourcing and logistics, to recognise sustainability issues in operations and to integrate sustainable operations into the key activities of operations strategy</li> <li>– Evaluate supply chains from a sustainability point of view and to apply interdisciplinary methodologies designed to reduce the environmental impact during a life-cycle</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Terminology and definition of global value systems, supply chains and operation management and the terminology</li> <li>– Identify resources and capabilities and key concepts involved in designing and managing and delivering business value (goods and services) and for Sustainable Operations Strategy</li> <li>– Fundamental tools and techniques for analyzing operations, including demand forecasting, process management, capacity planning, inventory management</li> <li>– Use tools for analysis, planning and monitoring logistics, supply chain management and quality control, like logistic network design, JIT, lean management, flow, Six-Sigma design for the Environment and Remanufacturing, Closed-Loop Supply Chains, Eco-Efficiency, Metrics, Indicators</li> <li>– Explain the policy, industry and firm level</li> <li>– Implications of outsourcing or moving manufacturing to cheaper markets to reduce costs using cases.</li> </ul>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Visit Europapark to review logistics (combined with IPRO) or another company to see logistics and understand GVSC



## Area Studies

<b>Area Studies</b> <b>Status: August 2021</b>	
Module-Nr./ Code	ARST
Module title	Area Studies
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	<p>The module is applicable to “International Relations”, “Politics, Philosophy, Economics”, “Globalization, Governance and Law”, “Citizenship and Civic Engagement”.</p> <p>It has interconnections especially to GECO, SUDE, ICOL, ECIN, FPON, GLOG and CORE.</p>
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Alaa Khalil Svenja Osmer Dr. habil. Patrick Ziegenhain
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of	The assessment type of the module is a

credits	Presentation according to §14 (9) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>Describe the social, economic, ecological, legal, cultural, technological and political factors relevant in a particular area</li> <li>Discuss the mutual influence of global processes and local developments in a particular area</li> <li>Explain typical business practices and economic dynamics in a particular area</li> <li>Reflect patterns of injustice, inequality and conflict in different social fields (e.g., health, education, democracy, gender relationships) in a particular area</li> <li>Question established discourses, narratives and images about a particular area</li> <li>Assess the potential of political, cultural, social, educational and other forms of civic engagement and business activities in the particular area</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Social, economic, ecological, legal, cultural, technological and political aspects of a particular area, e.g. poverty, inequality, market structures, population structure and growth</li> <li>– Global dynamics and challenges (digitisation, sustainability etc.) and their crystallization in local processes</li> <li>– Postcolonial perspectives on regional conflicts, conflict lines and conflict zones</li> <li>– Global and regional imaginaries and stereotypes</li> </ul> <p>The culture specific part of the module will be offered in blocks for</p> <ul style="list-style-type: none"> <li>– Latin American studies</li> <li>– Anglo-American studies</li> <li>– Arabic studies</li> <li>– East /South-East Asian studies</li> </ul>

	<p>– Sub-Saharan African studies</p> <p>Further area studies can be provided depending on students' interest abroad.</p>
Teaching and learning methods of the module	Interactive lectures. Case studies.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Area experts as co-lecturers

## Strategic and Integrated Communication

<b>Strategic and Integrated Communication</b>	
<b>Status: September 2021</b>	
Module-Nr./ Code	SICO
Module title	Strategic and Integrated Communication
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules STRA, MCAS and EXMR is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	<p>The module is part of the major/minor media communication and builds on the modules MCAS and EXMR.</p> <p>Moreover, it applies the general knowledge of the STRA module to the subject of media communication.</p> <p>Deepens also knowledge and methodological skills from WISS.</p> <p>The contents and goals of the module can</p>

	<p>especially be applied in the company projects (3<sup>rd</sup> and 4<sup>th</sup> semester).</p> <p>It is also related to the parallel RESO module.</p>
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Thomas Israel
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	<p>Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER</p> <p>OR Presentation § 14 (9) CER</p> <p>[Students have to write a seminar paper in one of two specializations and have to hold a presentation in the other specialization.]</p>
Weighting of the grade within the total grade	<p>3 %</p> <p>Grading according to §§ 19 &amp; 20 Course and Examination Regulation (CER); see appendix.</p>
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– develop communication strategies as an consistent and integrated system of interrelated instruments (including media communication, social media communication, live communication)</li> <li>– reflect strategic communication (strategy, implementation and control) from a holistic and integrated perspective</li> </ul>

	<ul style="list-style-type: none"> <li>– measure and compare outcomes of integrated media campaigns</li> <li>– apply selected strategic methods and procedures explicitly in the context of the strategic communication process,</li> <li>– exemplarily evaluate and adequately adapt different communication strategies in the context of different specific situations/ cases.</li> <li>– apply interdisciplinary research methods to substantiate strategic decision-making processes</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Brand Management</li> <li>– IMC Planning Process</li> <li>– Advertising Campaign Management</li> <li>– Advertising Design</li> <li>– Traditional Media Channels</li> <li>– Digital Marketing incl. Social Media and SEO/SEM</li> <li>– Alternative Marketing</li> <li>– Events Marketing</li> <li>– Public Relations and Sponsorship Programs</li> <li>– Ethical Concerns</li> <li>– Evaluating an Integrated Marketing Program</li> <li>– Value chains and actor networks of different media industries.</li> <li>– Organization and management of specific project portfolios (stories, scripts, technical basics)</li> <li>– Realization of project portfolios in the field of media and communication by using practical production techniques with a focus on audiovisual media (scripting, shooting, editing)</li> <li>– Management of effective documentation</li> <li>– Techniques of collaborative teamwork, organizational techniques, project management</li> </ul>
Teaching and learning methods of the module	Interactive lectures, group work, extended case studies related to firms and others organisations (also linked to the parallel Introductory Company Project module), guest lectures
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Management simulation Emerald Forest (media team)

## Sustainable Entrepreneurship & Social Innovation

<b>Sustainable Entrepreneurship &amp; Social Innovation</b> <b>Status: September 2021</b>	
Module-Nr./ Code	SENT
Module title	Sustainable Entrepreneurship & Social Innovation
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module has interconnections with IB, especially the modules Sustainable Development (SUDE), Strategic Perspectives (STRA), Circular Economy & Lifecycle Management (CELMA), and Current Issues in Sustainability Management (CURRS).
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Maren Kropfeld Anton Baranowski
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Presentation § 14 (5) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will:</p> <ul style="list-style-type: none"> <li>– present a critical introduction to the role of entrepreneurship for a sustainable society</li> <li>– discuss the most basic concepts of entrepreneurship related to sustainable development</li> <li>– present theories and applications of social innovation in business and civil society</li> <li>– describe the necessary societal, political, economic, and personal drivers, enablers and barriers of sustainable development entrepreneurship and social innovation</li> <li>– apply different concepts of entrepreneurship and social innovation to the case of sustainable development</li> <li>– critically analyse and evaluate theories, models, concepts and applications of entrepreneurship and social innovation as regards their sustainable development impacts</li> </ul>
<p>Content of the module</p>	<p>The course content includes:</p> <ul style="list-style-type: none"> <li>– Introduction to entrepreneurship and its relevance for economic and societal evolution</li> <li>– Sustainable development-related entrepreneurship models: from ecopreneurship to social entrepreneurship</li> <li>– Theoretical background of social innovation: practice theory and sustainable development transitions</li> <li>– Business model innovation as social innovation</li> <li>– Managing and innovating in the third sector: entrepreneurship in civil society</li> <li>– Case studies in social entrepreneurship and social innovation</li> <li>– Entrepreneurial ethics and social responsibility</li> </ul>
<p>Teaching and learning methods of the module</p>	<p>Interactive seminar with case studies and theory session, guest lecturers from sustainable development practice</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>Follow Social Innovation BW:  <a href="http://socentbw.org">http://socentbw.org</a></p>



## Marketing Strategy, Implementation and Controlling

<b>Marketing Strategy, Implementation and Controlling</b> <b>Status: September 2021</b>	
Module-Nr./ Code	MSIC
Module title	Marketing Strategy, Implementation and Controlling
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules STRA, MVRM and EXCC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	<p>The module is part of the major/minor marketing strategy and builds on the modules MVRM and EXCC.</p> <p>Moreover it applies the general knowledge of the STRA module to the subject of marketing strategy.</p> <p>Deepens also knowledge and methodological</p>

	<p>skills from SCIE.</p> <p>The contents and goals of the module can especially be applied in the company projects (3<sup>rd</sup> and 4<sup>th</sup> semester).</p> <p>It is also related to the parallel RESO module.</p>
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Markus Gahler Janina Kleine
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	<p>International Business:</p> <p>Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER</p> <p>Management:</p> <p>Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER OR Presentation § 14 (9) CER</p> <p>[Students have to write a seminar paper in one of two specializations and have to hold a presentation in the other specialization.]</p>
Weighting of the grade within the total grade	<p>3 %</p> <p>Grading according to §§ 19 &amp; 20 Course and</p>

	Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– develop marketing strategies as a consistent and integrated system of interrelated instruments</li> <li>– reflect marketing operations (strategy, implementation, and control) from a holistic perspective</li> <li>– explain the process of strategic marketing in an international business environment and link it to applicable marketing instruments</li> <li>– pinpoint the link between marketing strategy and strategy execution, especially marketing instruments and operations</li> <li>– evaluate the information requirements as relevant to strategic analysis and</li> <li>– trace, analyze, forecast, and interpret behavior of customers and other entities relevant to marketing</li> <li>– identify tools and methods to plan, implement and control marketing relations actively</li> <li>– display the requirements of a successful implementation of marketing programs as well as marketing-specific project management methods and tools, especially in the fields of steering, management, implementation and controls</li> <li>– measure and compare outcomes of marketing programs</li> <li>– apply selected strategic methods and procedures explicitly in the context of the international strategic marketing process,</li> <li>– exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/ cases.</li> <li>– apply interdisciplinary research methods to substantiate strategic decision-making processes</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Setting the learning outcomes of the module STRA into the marketing context (widening/deepening the previous topics),</li> <li>– Exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/ cases</li> <li>– Information requirements as relevant to strategic analysis as well as analysis and selection of alternative marketing strategies to achieve an organisation's objectives (competitive</li> </ul>

	<p>advantages, competitive strategies)</p> <ul style="list-style-type: none"> <li>– Design of marketing operations of product and service companies from a strategic perspective (top-down and bottom-up)</li> <li>– Segmentation and selection of target markets; positioning and sustaining</li> <li>– Managing product and service life-cycles (launching, maintaining and re-launching products and services, end-of-life procedures) and customer life-cycles and the customer value including (lead generation, customer retention, upselling and recovering)</li> <li>– Linking marketing strategy and (instrumental/operational) execution</li> <li>– Marketing-specific project management methods and tools, planning, steering, management, implementation and controls</li> <li>– Selected methods and tools for strategic and operational marketing controls</li> </ul>
Teaching and learning methods of the module	Interactive lectures, group work, extended case studies related to firms and others organisations (also linked to the parallel Introductory Company Project module), guest lectures
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Sustainable Events Development and Design

<b>Sustainable Events Development and Design</b> <b>Status: September 2021</b>	
Module-Nr./ Code	SEDD
Module title	Sustainable Events Development and Design
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules STRA, EMEM and EXEV is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	<p>The module is part of the major/minor events and builds on the modules EMEM and EXEV.</p> <p>Moreover, it applies the general knowledge of the STRA module to the subject of marketing strategy.</p> <p>Also deepens knowledge and methodological skills from WISS.</p> <p>The contents and goals of the module can especially be applied in the company projects</p>

	(3 <sup>rd</sup> and 4 <sup>th</sup> semester). It is also related to the parallel RESO module.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Names of the instructors	Tobias Lienhard (Fairs and Exhibitions) Annett Baumast (Sustainable Events) Thanasis Spyriadis (Events and Tourism) Maren Ingrid Kropfeld (Events and Civic Engagement) Dominik Kotek (Sports Events)
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER  OR Presentation § 14 (9) CER  [Students have to write a seminar paper in one of two specializations and have to hold a presentation in the other specialization.]
Weighting of the grade within the total grade	3 %  Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to:  – organise and evaluate processes of planning and staging events as part of a consistent and integrated strategy – reflect business models of events from a

	<p>holistic perspective</p> <ul style="list-style-type: none"> <li>– evaluate the information requirements as relevant to strategic analysis define events as products and differentiate between different types of events in the international events industry (e. g. trade shows and expositions, meetings and conventions, cultural and sports events, etc.)</li> <li>– develop sustainable events concepts by applying product management strategies and taking into account various cultural, social and political contexts</li> <li>– Promote and position events on competitive markets</li> <li>– Modify events and their service components according to changing market requirements and adapt them to international target markets</li> <li>– Integrate services into the design of an event as product (single event) or series of products (series of events)</li> <li>– systematically analyse events as products by applying tools such as gap-analysis, product life-cycle, portfolio-analysis, ABC-analysis, break-even-analysis and SWOT-analysis</li> <li>– evaluate the secondary economic impact of events</li> <li>– Apply teamwork and collaboration skills</li> </ul>
Content	<ul style="list-style-type: none"> <li>– Event concepts in different cultural, social and political contexts</li> <li>– Events as products: product development strategies, events' concept development and design</li> <li>– Players involved in production of events and their interaction and collaboration forms (preferred partnership, contract negotiation etc.)</li> <li>– Value chain of different types of events</li> <li>– Primary and secondary economic impact estimation of events</li> <li>– International hallmark events as products</li> <li>– case studies and evaluations</li> <li>– Non-profit events and their characteristics</li> <li>– Volunteering in event management</li> <li>– Practical case studies from non-profit organisations and events</li> <li>– Introduction into Sports Events</li> <li>– Strategic Sports Events</li> <li>– Types of events and their respective</li> </ul>

	typical features
Teaching and learning methods of the module	Interactive reading Application Exercises Groupwork Case Studies Self-study
Special features (e.g. online activities, event/company visits, guest speakers etc.)	To be announced



## Intercultural Human Resources Development

<b>Intercultural Human Resources Development</b> <b>Status: September 2021</b>	
Module-Nr./ Code	IHRD
Module title	Intercultural Human Resources Development
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory / elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, the successful completion of ICBC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is in relation with CUST and ICBC and serves as basis for DIMA. It is also connected to RESO.
Person responsible for the module	Prof. Dr. Ella Salome Roininen
Name(s) of the instructor(s)	Prof. Dr. Ella Salome Roininen
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Essay § 14 (6) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully

	<p>participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– identify and discuss the conceptual interrelation of the understandings of culture, interculturality and competence.</li> <li>– critically define the term intercultural competence in detail, integrate it into their own behaviour and consider derived ethic aspects.</li> <li>– select appropriate contents and settings for intercultural training activities in business and organizational environments and apply a constructivist methodology.</li> <li>– reflect on the cultural specificity of intercultural training methods.</li> <li>– formulate suitable strategies of intercultural HRD in global organisations (e.g. regarding international recruiting, expatriation, global mobility, international talent management, etc.), using non-essentialist approaches (e.g. cosmopolitanism).</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– What is intercultural competence</li> <li>– Working in global organisations</li> <li>– Organisational power dynamics</li> <li>– Intersectional identities and social positions in organisations</li> <li>– Managing culturally diverse teams</li> <li>– Intercultural training and development activities</li> <li>– International HRM</li> </ul>
Teaching and learning methods of the module	Interactive lectures, case studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lecture, training units

# Managing Culture Strategically: Institutional Arrangements and Business Models

<b>Managing Culture Strategically: Institutional Arrangements and Business Models</b> <b>Status: September 2021</b>	
Module-Nr./ Code	IABM
Module title	Managing Culture Strategically: Institutional Arrangements and Business Models
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	There are no formal requirements for participation in this module, however the successful completion of the modules STRA, CTHF and EXAU is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	<p>The module is part of the major/minor arts &amp; entertainment and builds on the modules CTHF and EXAU.</p> <p>Moreover, it applies the general knowledge of the STRA module to the subjects of arts and entertainment.</p> <p>Also deepens knowledge and methodological</p>

	<p>skills from WISS.</p> <p>The contents and goals of the module can especially be applied in the company projects (3<sup>rd</sup> and 4<sup>th</sup> semester).</p> <p>It is also related to the parallel RESO module.</p>
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Anca Unertl
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	<p>Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER</p> <p>OR Presentation § 14 (9) CER</p> <p>[Students have to write a seminar paper in one of two specializations and have to hold a presentation in the other specialization.]</p>
Weighting of the grade within the total grade	<p>3 %</p> <p>Grading according to §§ 19 &amp; 20 Course and Examination Regulation (CER); see appendix.</p>
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– analyse and differentiate between the specific strategic management requirements in different cultural institutions and social contexts and their ethical implications</li> <li>– evaluate the information requirements as relevant to strategic analysis</li> <li>– develop strategies for cultural institutions and</li> </ul>

	<p>companies as a consistent system of interrelated instruments</p> <ul style="list-style-type: none"> <li>– reflect business models in the cultural industries (revenues, channels and positioning) from a holistic perspective</li> <li>– define and discuss different content strategies for different media forms</li> <li>– position cultural offerings in competitive markets and modify positioning according to changing market requirements</li> <li>– evaluate the different forms of financing for arts and culture (public/state; private financing, sponsoring, fundraising, foundations) and differentiate various concepts of media financing and explain the relationship between media finance and advertising</li> <li>– identify tools and methods to plan, implement and control strategic activities actively</li> <li>– apply interdisciplinary research methods to substantiate strategic decision-making processes</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Strategic management in the arts and cultural sector</li> <li>– Strategic planning // channel management</li> <li>– Arts marketing // Content strategies for different media forms</li> <li>– Strategies and concepts for application in the arts and cultural field</li> <li>– Cultural Offerings in competitive markets</li> <li>– Business models // Revenues</li> <li>– Forms of financing for arts and culture: public/state // sponsoring// private financing// fundraising// foundations // Crowd Funding</li> <li>– Strategic management in the media and film industry // Cinema</li> <li>– Best practice examples</li> </ul>
Teaching and learning methods of the module	Interactive lectures, group work, extended case studies related to firms and others organisations (also linked to the parallel Introductory Company Project module), guest lectures
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

# Anthropology

<b>Anthropology</b>	
<b>Status: June 2021</b>	
Module-Nr./ Code	ANTH
Module title	Anthropology
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> <li>– explain key anthropological theory and concepts on the basis of various ethnographic and case study materials</li> <li>– critically reflect about cultural assumptions and about key questions and problems in studying the worlds of other people and one's own</li> <li>– analyze the historical processes and colonial legacies that have shaped the discipline, interpret contemporary debates and issues in anthropological theory and ethnographic practice and value the practical and ethical implications of ethnographic fieldwork and social scientific research</li> <li>– apply ethnographic and qualitative research methodology to different phenomena (e.g. material artefacts, personhood, beliefs and religion, human rights, power, economy, language, media, art, sexuality, body, health, food, fashion, travelling etc.) and develop strategies for gathering, evaluating and presenting material and evidence</li> <li>– develop strategies for gathering, analysing, evaluating and presenting material and evidence</li> <li>– develop creative skills to imagine the social worlds of 'others' and one's own in original ways and to formulate a research question from a social/cultural anthropology perspective</li> </ul>
Content of the module	<ol style="list-style-type: none"> <li>1. The anthropological perspective – compared to other scientific disciplines' perspectives</li> <li>2. Historical development and colonial legacies of anthropology</li> <li>3. Contemporary anthropology and topical subjects</li> <li>4. Key anthropological theories and concepts and current debates in anthropology</li> <li>5. Discussion of about 8 selected topics -students can choose among the following suggestions:</li> </ol>

	<p>personhood; individual-group relations; gender; beliefs and religion; human rights; power and conflict; economy and consumption; food; fashion; travelling and tourism; language and communication; media; art and artefacts; sexuality, body, health, age) and also introduce their own suggestions</p>
Study Semester (or Trimester)	3 <sup>rd</sup> semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	The module is applicable to “Citizenship and Civic Engagement”, “Globalization, Governance and Law”, “Politics, Philosophy, Economics” and “International Relations”. It has interconnections with all specific modules of these programs, as well as CUST, ARST, CSOC, POLP, FPAN,
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Ella Roininen
Name(s) of the instructor(s)	PD Mag. Dr. Karin Liebhart
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type of the module is an Essay according to § 14 (6) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 %  Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the	Lectures, exercises, case studies, self-study

module	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Conflict Resolution

<b>Conflict Resolution</b>  <b>Status: June 2021</b>	
Module-Nr./ Code	CORE
Module title	Conflict Resolution
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> <li>• distinguish key concepts, approaches and developments in the field of conflict and conflict resolution from an interdisciplinary perspective</li> <li>• analyze and map foundations, sources and dynamics of various conflicts</li> <li>• investigate and evaluate different practices of conflict prevention, conflict resolution, conflict management, peace-keeping and peace-building processes and examine the role of states, individuals and humanitarian agencies</li> <li>• critically reflect major theories as well as the key challenges and debates around conflict and conflict resolution</li> <li>• appreciate conflicts as unavoidable, recognize the productive strength of conflicts, deal appropriately with various types of conflict and integrate ethical reasoning into their actions</li> <li>• apply negotiation techniques, moderation and dispute-solving methods and mediation tools to remedy conflicts and successfully guide</li> </ul>



	negotiations in different settings
Content of the module	<ol style="list-style-type: none"> <li>1. Theory of Conflict</li> <li>2. Theories of Conflict Resolution: Concepts, Frameworks and Definitions</li> <li>3. Origins, Foundations and Developments in the Discipline</li> <li>4. Character, Types and Causes of Conflict</li> <li>5. Approaches in Conflict Prevention</li> <li>6. Addressing and containing Violent Conflict</li> <li>7. Peacekeeping and Peacemaking</li> <li>8. Peace Agreements and Political Settlements</li> <li>9. Reconstruction, Reconciliation, Peacebuilding</li> <li>10. Tools, Skills and Bargaining in Negotiations</li> <li>11. Mediation, Negotiation, Arbitration, Collaborative Problem Solving, Peacekeeping Operations and Third Parties</li> <li>12. Culture, Religion, Ethics in Conflict Resolution</li> <li>13. Media, Communication, Language, Discourse</li> <li>14. Globalization, World Politics, Cosmopolitan</li> <li>15. Conflict Resolution and the Tragedy of the Commons (e.g. in Environmental Issues)</li> </ol>
Study Semester (or Trimester)	4 <sup>th</sup> semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	The module is applicable to the bachelor programs “Citizenship and Civic Engagement”, “Globalization, Governance and Law”, “Politics, Philosophy, Economics” and “International Relations”. It has interconnections with all specific CCE, GGL, PPE and IR modules, as well as IPOS, FPAN, STRA, ICOL, ETSU, ETGL, ETPR and JHCR.

Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Richard Gerstenberg Dr. Bernadette Loacker
Teaching language	English
Assessment type / requirement for the award of credits	The assessment type of this module is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 %  Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	Lectures, case studies, role playing exercises and other types of simulations, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Justice, Human and Constitutional Rights

<b>Justice, Human and Constitutional Rights</b> <b>Status: June 2021</b>	
Module-Nr./ Code	JHCR
Module title	Justice, Human and Constitutional Rights
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> <li>–analyse and discuss the content of core treaties in the field of international human rights law and critically examine various international monitoring and enforcement mechanisms</li> <li>–critically reflect the concept and purpose of a constitution and evaluate the interrelationship between Human Rights and International Law, including the European Convention on Human Rights</li> <li>–contrast various IR theories (realism, liberalism, constructivism, feminism, cultural relativism, post-colonialism, etc.) and apply them to international human right challenges</li> <li>–contrast various concepts of justice in political philosophy (e.g. utilitarianism, libertarianism, distributive justice, justice as equality, need–based justice, merit–based justice, retributive justice, restorative justice), contrasting a diverse group of philosophers from different epochs (Aristotle, Kant, Marx, Rawls, Nozick, Locke, Arendt, Nussbaum, etc.)</li>   <li>–distinguish different positions in the global and social justice debate and it’s philosophical, historical and legal foundations and implications</li>   <li>–critically reflect upon the scope and limitations of justice at the global level and the application of global justice arguments to key issues like distributive equality and</li> </ul>

	<p>poverty, environment and future generations, humanitarian intervention and institutions</p> <p>–appraise the impact of justice theory, justice discourses and human rights issues on the discipline of “international relations” and the field of “normative international political theory” as well as on international law and international politics</p> <p>–evaluate the International Human Rights discourse and its historical development in the context of philosophical debates on rights theory, justice and ethics as well as cultural, economic, political and social issues</p>
Content of the module	<ol style="list-style-type: none"> <li>1. History and development of human rights</li> <li>2. Characteristics and controversies of human rights</li> <li>3. Establishing Human Rights standards</li> <li>4. International Human Rights conventions</li> <li>5. International mechanisms for the monitoring and enforcement of human rights</li> <li>6. The United Nations and Human Rights</li> <li>7. Global Application of human rights norms</li> <li>8. Regional application of human rights norms</li> <li>9. Constitutional Rights</li> <li>10. International Relations Theories and their application to Human Rights</li> <li>11. Human Rights and foreign policy in comparative perspective</li> <li>12. Theories of Justice</li> <li>13. Human Rights and Global Justice</li> <li>14. Transitional justice</li> <li>15. Key issues and case studies in Human Rights, International Relations and Global Justice</li> </ol>
Study Semester (or Trimester)	5 <sup>th</sup> semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	6

Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	The module is applicable to “Citizenship and Civic Engagement”, “Globalization, Governance and Law”, “Politics, Philosophy, Economics” and “International Relations”. It has interconnections with all specific modules of these programs, as well as STRA, ETGL, ETSU, ETPR, ARST, POLP, IPOS, GECO
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Matin Tirmizi Prof. Dr. Michael Zerr
Teaching language	English
Assessment type / requirement for the award of credits	The assessment type of this module is a Seminar Paper according to § 14 (5) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Economic Institutionalism

<b>Economic Institutionalism</b>	
<b>Status: June 2021</b>	
Module-Nr./ Code	ECIN
Module title	Economic Institutionalism
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> <li>• identify, compare and distinguish institutionalism in economics, politics and sociology and it's specific contribution to the respective field</li> <li>• distinguish various heterodox approaches to economic theory, categorize economic institutionalism in the realm of economic theory and differentiate old and new institutionalism</li> <li>• assess the meaning and importance of institutions for economic transactions and the social and cultural embedding of markets</li> <li>• apply institutional economics to various issues (e.g. market and contract failure, tragedy of the commons, information asymmetry, economic and organizational dynamics etc.)</li> <li>• critically reflect the challenges, shortcomings, future research opportunities and practical applicability of (economic) institutionalism</li> </ul>
Content of the module	<ol style="list-style-type: none"> <li>1. Heterodox economic theory. Institutionalism in economics, politics and sociology</li> <li>2. Old and new institutional economics</li> <li>3. Property rights &amp; the problem of social order</li> <li>4. The externality problem</li> <li>5. Transaction costs</li> <li>6. The state and the constitution</li> <li>7. The agency problem</li> </ol>
Study Semester (or Trimester)	5 <sup>th</sup> semester
Duration of module	Single semester
Frequency of module	Once a year

Number of allocated ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	The module is applicable to the study programs "Globalization, Governance and Law", "Politics, Philosophy, Economics" and "International Relations". It has interconnections with all specific social science modules, especially INIR, INOR, CUST, POLP, JHCR as well as GECO and SUDE
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Dirk Nicolas Wagner
Name(s) of the instructor(s)	Prof. Dr. Dirk Nicolas Wagner Clark N. Banach
Teaching language	English
Assessment type / requirement for the award of credits	The assessment type of this module is a Written Assignment according to § 14 (4) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Change and Innovation

<b>Change and Innovation</b> <b>Status: September 2021</b>	
Module-Nr. / Code	CHIN
Module title	Change and Innovation
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of APRO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the Bachelor programs International Business and Management at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	N.N.
Teaching language	English



Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (Contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER
Weighting of the grade within the total grade	3 %  Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– enable stakeholders in the context of a change and/or innovative project</li> <li>– analyze and respond to social issues and translate them into conceptual, creative and innovative solutions.</li> <li>– implement appropriate project, creative and coaching tools depending on the situation in order to fulfil the demands of the stakeholders.</li> <li>– to summarize and structure their projects and present them in class</li> </ul>
Content of the module	Autonomous enablement of a change and innovation project under supervision. If relevant, students can base their project on work carried out in the community projects in the 3 <sup>rd</sup> and 4 <sup>th</sup> semester.
Teaching and learning methods of the module	Project work in a team of 4-5 participants (tutored)
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Ethical leadership in an uncertain digital world

<b>Ethical Leadership in an uncertain digital world</b> <b>Status: June2020</b>	
Module-Nr./ Code	ELAU
Module title	Ethical Leadership in an uncertain digital world
Semester or trimester	Open
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Elective, Open
If relevant, course units within the module	<ul style="list-style-type: none"> <li>• Ethical Leadership in a digital world</li> <li>• Training for Trainers on non-formal education methods</li> </ul>
Frequency of module	Once a year
Entry requirements	none
Applicability of the module to other programs	This module is part of all the Bachelor programs at Karlshochschule International University.
Person responsible for the module	Prof. Annette Gisevius
Name(s) of the instructor(s)	Lukas Findeisen
Teaching language	English

Number of ECTS credits	3 ECTS for lecture participation and self-study, additional three for essay on the topic
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	<b>Exam or</b> Creating a scenario of a possible management situation applying digital tools and estimate its impact on a use case/feature, which will be examined through a neural network algorithm co-created during the class itself. The lecturer will perform this task as well.
Weighting of the grade within the total grade	xxxxxxx
Qualification objectives of the module	Students who have successfully participated in this module will be able to:  •
Content of the module	The module “Ethics in Digitalization” invites on a journey from the analog to the digital world and vice versa. It aims to create a broad understanding on which fields of life an digitalization, for example increasing automation of (intelligent) decision-making processes, will have which kind of impacts.  Building on theoretical philosophical basics as well as state-of-the art technical developments this new realm will be explored aiming to prepare the next generation of managers and/or leaders for (embodied) ethical reasoning in a digital world and responsible management decisions.
Teaching and learning methods of the module	Students having studied this module are able to:  • Apply ethical reasoning on moral dilemmas covering the analog as well as digital world from a virtue, deontology as well as Consequentialist ethical perspective. • Distinguish between different kind of so-called “artificial” intelligence concepts (neural networks, machine learning, CNN Models (Convolutional Neuronal Networks) and GAN Models (Generative

	<p>Neuronal Networks)) and relate them to their use cases.</p> <ul style="list-style-type: none"> <li>• Judge the impact of new (hardware) technologies (such as blockchain, quantum computing, internet of things) as well as innovation from the digital world into the analog world and develop own understanding of responsible innovation.</li> <li>• Develop an understanding of the global implications of digital managed supply chain and discuss the different powers of political vs. privately actors in this context.</li> <li>• Position themselves towards governance changes within change-making processes of organizations due to digitalization.</li> <li>• Reflect on the idea of “rule of law” and how a judiciary system may change if it is adjusted to work in the digital world.</li> <li>• Identify mechanisms of exclusion/inclusion through the use of digital tools such as automated-decision making systems, pattern recognition.</li> <li>• Interpret “big data” by using digital tools and rate the quality (“fake news”) of the data as well as estimate possible ethical dilemmas arising from them.</li> <li>• Read and interpret their own personal data trials (“data literacy”) to make assumptions about the possible usage by third parties.</li> <li>•</li> </ul>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	

## Ethics and Globalization

Elective (subject to availability)

<b>Ethics and Globalization</b> <b>Status: May 2021</b>	
Module-Nr. / Code	ETGL
Module title	Ethics and Globalization
Semester or trimester	5 <sup>th</sup> semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This for Karlshochschule especially distinguishing module is applicable to "Citizenship and Civic Engagement", "Globalization, Governance and Law", "Politics, Philosophy, Economics" and "International Relations". It has interconnections to all other modules of the program, especially to the modules INIR, INOR, GECO, SUDE, ARST, ICOL as well as CORE, JHCR, STRA and CHIN.
Person responsible for the module	Prof. Dr. Wendelin Küpers

Name(s) of the instructor(s)	Dr. Dan Corjescu
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The assessment type of this module is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>- acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning ethics from a philosophical, economical and practical point of view</li> <li>- examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an understanding of ethical issues in different international and cultural contexts</li> <li>- explain and assess controversies and debates around globalisation and develop various perspectives of ethics in relation to issues of globalisation</li> <li>- examine classical theories of development and recent critical theories of 'post-development' and critically discuss mainstream discourses of 'poverty' and 'lack' as characterizing specific societies</li> </ul>

	<ul style="list-style-type: none"> <li>- appreciate ethical issues and dilemma and the influence these issues have on management decision making, behaviour, policies, and practices</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Introduction to Ethical Theory</li> <li>– Concepts of Ethics (Homann, Ulrich, Wieland,</li> <li>– Globalization Discourse</li> <li>– Global Consumption Culture</li> <li>– Network Economy</li> <li>– Geopolitics</li> <li>– Boundless Nature</li> <li>– Transnationalism</li> <li>– Actor-Network Theory</li> <li>– Theories of Uneven Development</li> </ul>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Ethics in Practice

Elective (subject to availability)

<b>Ethics in Practice</b> <b>Status: June 2021</b>	
Module-Nr./ Code	ETPR
Module title	Ethics in Practice
Semester or trimester	5 <sup>th</sup> semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to "Citizenship and Civic Engagement", "Globalization, Governance and Law", "Politics, Philosophy, Economics" and "International Relations". This for Karlshochschule especially distinguishing module has interconnections to all other modules of the program, especially to INOR, GECO, SUDE, STRA, ARST, ICOL, CORE, JHCR, CHIN
Person responsible for the module	Prof. Dr. Wendelin Küpers



Name(s) of the instructor(s)	Dr. Dan Corjescu Prof. Dr. Wendelin Küpers
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The assessment type of this module is an Essay according to § 14 (6) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>- acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning business ethics from a philosophical, economical, managerial and practical point of view</li> <li>- examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an understanding of ethical issues in different international and cultural contexts</li> <li>- identify, analyze and critically reflect on concrete moral dilemmas and the role of an integral responsibility in organization and leadership practice</li> <li>- contextualize and differentiate dilemmas as distinct from puzzles, ambivalences, trade-offs, and paradoxes</li> </ul>

	<ul style="list-style-type: none"> <li>- to understand causes, dynamics, processes and effects of (moral) dilemma</li> <li>- develop preventive measurements and ways for coping or strategies, for dealing with moral dilemmas and their consequences</li> <li>- handle ambiguities and think in terms of imperfect solutions for moral problems, and integrating pre- or arational dimensions, including empathy and intuition</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Introduction to Ethical Theory</li> <li>– Concepts of Business Ethics (Homann, Ulrich, Wieland)</li> <li>– Definitions, context &amp; specifics of (moral) dilemmas in past and current organization and leadership practices</li> <li>– Limitation of conventional rational-formal (ethical) approaches in economy and management</li> <li>– Learning from examples of dilemmatic situations and cases, especially related to (strategic) decision-making</li> <li>– Development, implications and consequences of (moral) dilemmas in organizational life-worlds and beyond</li> <li>– Various integrated coping strategies and competencies required for dealing with (moral) dilemmas</li> <li>– Proactive possibilities to avoid moral dilemmas</li> </ul>
Teaching and learning methods of the module	<p>Interactive lecture, seminar style</p> <p>(possibly including serious play exercises with role-play, games, small group work, case study analysis, and presentations)</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>To promote scientific discourse, 1-2 guest lectures e.g. by scholars in the field of strategy will be integrated, if possible.</p> <p>Self-study integrating online components and the university's internal download center</p>

## Marketing Elective

<b>Marketing Elective</b>	
<b>Status: January 2021</b>	
Module-Nr./ Code	14.5.1 MELE
Module title	Marketing Elective
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	Part of the major/minor marketing strategy.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Thomas Zorbach
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Depends on partner university
Weighting of the grade within the total grade	3 %

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– understand contemporary marketing issues from an international and cross-cultural perspective</li> <li>– develop marketing strategies and operations in conditions of market differences</li> <li>– analyse and discuss current topics and trends in marketing strategy</li> </ul>
	<ul style="list-style-type: none"> <li>– synthesize contents from different research/scientific areas in the field of marketing depending on their own professional and academic interest</li> </ul>
<p>Content of the module</p>	<p>Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programs in the partner institution.</p>
<p>Teaching and learning methods of the module</p>	
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>Experiences abroad</p>
<p>Literature (Required reading/supplementary recommended reading)</p>	<p>Reading requirements depend on international offers and on the learning agreement.  Recommendations will be given at the latest in the opening session of the course.</p>

## Key Concepts for the Study of Management as Culture: Cultural Turns

<b>Key Concepts for the Study of Management as Culture: Cultural Turns</b>	
<b>Status: September 2021</b>	
Module-Nr./ Code	CUTU
Module title	Key Concepts for the Study of Management as Culture: Cultural Turns
Semester or trimester	1st semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	According to § 5 Enrolment Regulations. However, there are no additional formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	-
Person responsible for the module	Prof. Dr. Stephan Sonnenburg
Name(s) of the instructor(s)	Dr. Doris Bachmann-Medick Prof. Dr. Desmond Wee

Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 10 (7) Course and Examination Regulations for the Master “Management” (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	Students who have successfully participated in this module will be able:  <ul style="list-style-type: none"> <li>- to explain the cultural turn in the humanities</li> <li>- to provide an overview of the development of different cultural turns from the perspective of the history of theories.</li> <li>- to differentiate between the individual cultural turns and reflect on their significance for society.</li> <li>- on the basis of this, to observe and describe economy and management as cultural phenomena</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- Foundations of cultural theory</li> <li>- Key concepts for the study of culture, i.e. an overview of key cultural turns and their relevance for the study of management and the economy as a cultural phenomenon: <ul style="list-style-type: none"> <li>- Interpretive turn</li> <li>- Performative turn</li> <li>- Spatial turn</li> <li>- Translational turn</li> </ul> </li> <li>- Critical comparison of the cultural turns and their potential for the study of management</li> </ul>
Teaching and learning methods of the module	Interactive seminar
Special features (e.g. online activities, event/company visits, guest	Co-Teaching

speakers, etc.)	
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## Business Analysis

<b>Business Analysis</b> <b>Status: September 2021</b>	
Module-Nr./ Code	BUSA
Module title	Business Analysis
Semester or trimester	1st semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	According to § 5 Enrolment Regulations. However, there are no additional formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	-
Person responsible for the module	Prof. Dr. Wendelin Küpers

Name(s) of the instructor(s)	Richard Gerstenberg
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours/ 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Simulation according to § 10 (6) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> <li>- to interpret economic, entrepreneurial, and organizational actions &amp; practice and evaluate them with regard to their heuristic value and practical use.</li> <li>- to apply and, if relevant, triangulate suitable qualitative and quantitative methodologies and methods to empirically analyze and interpret a specific research subject.</li> <li>- to analyze and critically reflect on the conditions and limitations of management activity &amp; practice within an organization.</li> <li>- to analyze and critically reflect on external conditions of management activity in a national and international context.</li> <li>- to identify, anticipate, and evaluate the interplay between factors and realities of the external business environment and internal spheres of organizations in an integrative way.</li> </ul>
Contents of the module	<ul style="list-style-type: none"> <li>- Analysis of the political, economic, socio-cultural, technological, ecological, and legal conditions</li> <li>- Stakeholder Theory and Analysis</li> <li>- Business analysis with the purpose of enabling change</li> <li>- Overview and application of selective business analysis techniques and quantitative and qualitative research methods</li> </ul>
Teaching and learning methods of	Interactive lecture, seminar style, experimental learning, field



the module / Special features	study
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## Controlling: Leading for Results

<b>Controlling: Leading for Results</b> <b>Status: September 2021</b>	
Module-Nr. / Code	LERE
Module title	Controlling: Leading for Results
Semester or trimester	1st semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	According to § 5 Enrolment Regulations. However, there are no additional formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	-
Person responsible for the module	Prof. Dr. Stephan Jansen
Name(s) of the instructor(s)	Prof. Dr. Stephan Jansen

Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 10 (4) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> <li>- to identify different leadership styles in terms of decision making in the realm of uncertainty</li> <li>- analyze the impact of transactional leadership based on targets and performance indicators as a controlling instrument for entrepreneurial response.</li> <li>- to describe the demands and expectations of the different stakeholders with regard to controlling.</li> <li>- to analyze and critically examine the intended and contra intuitive impact of using performative character of financial models, indicators, result presentations and the communicative rituals related to these.</li> <li>- to understand the digitization of presentation of entrepreneurial activity as the language of financial management of a company and as a social construction</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- Theories of leadership in context of controlling, accounting, auditing, compliance</li> <li>- The process of decision making</li> <li>- Performance measurement</li> <li>- Functions of performance measurement (evaluation, controlling, budgeting, incentives, learning, improvements)</li> </ul>

	<ul style="list-style-type: none"> <li>- Performativity of financial models</li> <li>- The construction of discourses</li> <li>- The digitization and data driven leadership &amp; controlling.</li> <li>-</li> <li>-</li> </ul>
Teaching and learning methods of the module	<ul style="list-style-type: none"> <li>— Great book/text seminar</li> <li>— Interactive lecture with text sponsorships by student teams</li> <li>— 3 riskfull thesis &amp; 1 phenomenon of practice to each text</li> </ul>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>Guest lectures by international recognized experts &amp; professors (Copenhagen Business School, Economist, NGOs etc.)</p>

## Introduction Behavioral Economics

<b>Introduction Behavioral Economics</b>	
<b>Status: January 2021</b>	
Module-Nr./ Code	1.03 INEC
Module title	Introduction Behavioral Economics
Semester or trimester	1st semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module to other programs	Introduction Philosophy of Action, Political Action & Agency, Introduction Philosophy of Action
Person responsible for the module	Prof. Dr. Dirk Nicolas Wagner
Name(s) of the instructor(s)	Prof. Dr. Dirk Nicolas Wagner
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Project
Weighting of the grade within the total grade	5,0 %
<b>Learning objectives of the module</b>	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> <li>• contextualize behavioral economics within complex economies</li> <li>• identify and understand core principles of behavioral economics.</li> <li>• gain an extended understanding of “homo</li> </ul>

	<p>economicus”, its premises, shortcomings implications and development.</p> <ul style="list-style-type: none"> <li>• critically reflect on the moral and practical implications and limitations of behavioral economics influence.</li> <li>• know and assess how behavioral economics is applied in the economy and in society</li> <li>• apply knowledge in behavioral economics for the purpose of management and leadership</li> </ul>
<b>Content of the module</b>	<ul style="list-style-type: none"> <li>• Complexity economics as a suitable context for behavioral economics</li> <li>• Psychology of human behavior and decision-making</li> <li>• Basics and principles of ‘classical’, modern behavioral economics and further developments</li> <li>• Critical approaches towards behavioral economics, in relation to political and business implementation and implications</li> <li>• Ethics and behavioral economics, and the role of “nudging”</li> <li>• Applications of behavioral economics principles in practical implementation</li> </ul>
Teaching and learning methods of the module	Interactive lectures, groupwork, working with literature, documentary material, media, debate.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lecture and live case study, simulation game

## Introduction to Philosophy of Action

<b>Introduction to Philosophy of Action</b> <b>Status: September 2021</b>	
Module-Nr./ Code	IPHI
Module title	Introduction to Philosophy of Action
Duration of module	Single semester
Course type	Mandatory
Frequency of module	Once a year, 1 <sup>st</sup> semester
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module has interconnections to all other modules and specialisations, especially to the modules REPO and IPWI
Person responsible for module	Prof. Dr. Wendelin Kuepers
Name(s) of the instructor(s)	Prof. Dr. Wendelin Kuepers
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 10 (4) Course and Examination Regulations for the Master "Social Transformation: Politics, Philosophy, Economics" (CER); see appendix.
Weighting of the grade within the total grade	5,0 %
Teaching and learning methods of the module	self-study, seminars with lectures, exercises, presentations, thought experiments, debate,
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	t.b.d.
Qualification objectives of the module	Students who have successfully participated in this module will be able to

	<ul style="list-style-type: none"> <li>• have an advanced understanding of philosophy of action as relational event</li> <li>• interpret the role of embodied actors and their agency</li> <li>• distinguish the role of feelings, intentions, free will/volition and beliefs for action</li> <li>• analyze subconscious dynamics and role of individuation of actors</li> <li>• examine the role of senses and sense-making for creative acting</li> <li>• assess the role of tacit, implicit knowing, virtues, values and practical knowledge in relation to action and its effects</li> <li>• differentiate between mindful and mindless habits</li> <li>• recognize the role of activities on a micro-level in connection to broader context of practice and praxis</li> <li>• debate the relation between individual and social action and agencies critically</li> <li>• evaluate the status and power of political and economic actions</li> <li>• reconstruct the integral nexus between action and individual moral responsibility</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• philosophy of action</li> <li>• relevance and qualities of various interwoven subjective dimensions of and for actions and actors</li> <li>• differentiation of forms of individual actions and agencies</li> <li>• embedment of individual acts in context</li> <li>• social, political, economic implications of actors and their actions</li> <li>• ethics/morality and actions</li> <li>• possibilities and challenges of transforming actors and actions</li> <li>•</li> </ul>

## Introduction Political Action, Agency and Affect

<b>Introduction Political Action, Agency &amp; Affect</b> <b>Status: September 2021</b>	
Module-Nr./ Code	INPA
Module title	Introduction in Political Action, Agency & Affect
Study Semester	1st semester
Duration of module	Single semester
Frequency of module	Once a year
Course type (mandatory, elective, etc.)	Mandatory
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Applicability of the module to other programs	This module has interconnections to all other modules and specialisations, especially to the modules POSO and INGO
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr Michael Zerr
Name(s) of the instructor(s)	Prof. Dr Michael Zerr
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type is a Written Assignment according to § 10 (2) Course and Examination Regulations for the Master "Social TransFormation: Politics, Philosophy, Economics" (CER); see appendix.
Weighting of the grade within the total grade	5,0 %
Special features	
Qualification objectives of the module	Students who have successfully participated in this module will be able to <ul style="list-style-type: none"> <li>• identify and describe basics and major theoretical and methodological approaches in</li> </ul>



	<p>the field of political science and applied (empirical) research methods</p> <ul style="list-style-type: none"> <li>• differentiate and discuss political theories of (performative) acts, actions, activism, enactment, inter- and transactions</li> <li>• understand the status action of and relationship between individual (and collective) embodied actors, agents, agendas, activists and agencies, as well as activism, arenas and arrangements</li> <li>• analyse and compare the role of affect and emotional regimes on or employed by political actors and in actions (politics of emotion and emotion in politics)</li> <li>• recognise and debate the relationship between the rational, the rationalized and the irrational, between the conscious and unconscious, affects and desires</li> <li>• evaluate the relationship between ideology, fantasies and affects</li> <li>• analyse and compare political processes and institutions, issues and agendas in relation to (individual) actors and affects</li> <li>• identify and discuss origin, mechanism and effects of political power and empowerment with regard to and of actors and actions</li> <li>• understand and evaluate the role of processes of subjectification and of interpellation</li> <li>• differentiate and debate political ideologies, (e.g. liberalism, conservatism, socialism, Marxism, feminism) and ideas (e.g. about democracy, state, power, justice, rights), in relation to political actors and action</li> <li>• compare and evaluate different interpretations and apply conceptual approaches to various political contexts of action in a local, national and global context.</li> </ul>
<p>Contents of the module</p>	<ul style="list-style-type: none"> <li>• Advanced understanding of politics and political theory/science, especially of action</li> <li>• Theoretical and methodological research approaches and empirical research methods in political science based on affection and action theories</li> <li>• Relevance of (individual) decision making approaches (rational choice approach, bounded rationality, pragmatic approach)</li> <li>• Political (theories of) action</li> <li>• Reflecting critically the relation between individual acts, actions and agendas on a local, national and global level</li> </ul>

	<ul style="list-style-type: none"> <li>• Political actors, agents activism (and the micro-political level of everyday lived, embodied experiences)</li> <li>• Political ideologies, processes and institutions in relation to actors and their action</li> <li>• Role of affective and emotional regimes on or employed by political actors and in action</li> <li>• Political <b>power</b>/empowerment of actors and action</li> </ul>
Teaching and learning methods of the module	self-study, seminars with lectures, exercises, presentations, thought experiments, debate,
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Approaching Brands

<b>Approaching Brands: Products &amp; Services, People &amp; Ideas Status: September 2021</b>	
Module-Nr./ Code	ABRA
Module title	Approaching Brands: Products & Services, People & Ideas
Semester or trimester	1st semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs "Master Management" and "Master Social Transformation: Politics, Philosophy, Economics"
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Alegra Kaczinski
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 10 (7) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	Students who have successfully participated in this module will be able:

	<ul style="list-style-type: none"> <li>- to critically debate and reflect on the current discourse on brands, branding and brand management, branded products, services, people and ideas</li> <li>- to understand the mutual importance of brands and culture, markets, society and politics.</li> <li>- to contrast traditional with advanced and alternative approaches on brands.</li> <li>- to practice qualitative market research methods and differentiate them from quantitative methods.</li> </ul>
Content of the module	<p>Theoretical approaches</p> <ul style="list-style-type: none"> <li>- Semiotic approaches</li> <li>- Psychological approaches</li> <li>- Sociological approaches</li> <li>- Cultural approaches</li> <li>- Management approaches</li> </ul> <p>Brandscapes</p> <ul style="list-style-type: none"> <li>- Branded Products</li> <li>- Branded Services</li> <li>- Human Branding</li> <li>- Branding in Social and Political Marketing</li> </ul> <p>Methods in brand research</p> <ul style="list-style-type: none"> <li>- quantitative methods</li> <li>- ethnographical methods</li> <li>- interviews and focus groups</li> <li>- semiotic methods</li> </ul>
Teaching and learning methods of the module	<p>Interactive seminar</p> <p>Application of qualitative and quantitative brand research methods</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>Use of learning platform Moodle</p>

## Approaching Sustainability

<b>Approaching Sustainability</b> <b>Status: September 2021</b>	
Module-Nr./ Code	ASUS
Module title	Approaching Sustainability
Semester or trimester	1st semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs “Master Management” and “Master Social TransFormation: Politics, Philosophy, Economics.
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Dr. Marisol Bock Lan Anh Phan Ti
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 of which 42 are contact hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 10 (4) Course and Examination Regulations for the Master “Management” (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	Following the successful completion of this course, students should be able to:

	<ul style="list-style-type: none"> <li>- re-construct and de-construct the genealogical formation of sustainability as a contested concept.</li> <li>- understand sustainability as an integral approach combining ecological, economic, societal, and cultural aspects including their conflicts.</li> <li>- re-evaluate the meaning of economic prosperity in relation to socio-cultural values and the 'limits to growth'</li> <li>- understand and utilize concepts like 'green growth', 'décroissance' / 'degrowth' and 'postgrowth'</li> <li>- apply these conflicting and paradoxical insights about sustainability in order to transform social, economic and business practices.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- History of sustainability and the 'making of a concept'</li> <li>- Key ideas and conflicts within sustainability</li> <li>- Central documents and events: From 'Limits to growth' to the 'Green Economy' and 'Degrowth'</li> <li>- The political economy of sustainability</li> <li>- Managerial aspects, tools and standards - Sustainable transitions: theory and application</li> <li>- Current issues in sustainability</li> </ul>
Teaching and learning methods of the module	Interactive Seminar
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lectures, Co-Teaching

## Creativity in Context

<b>Creativity in Context</b> <b>Status: September 2021</b>	
Module-Nr./ Code	CRCO
Module title	Creativity in Context
Semester or trimester	1st semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs “Master Management” and “Master Social TransFormation: Politics, Philosophy, Economics
Person responsible for the module	Prof. Dr. Stephan Sonnenburg
Name(s) of the instructor(s)	Stephanie Ehrhart Prof. Dr. Stephan Sonnenburg
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 10 (4) Course and Examination Regulations for the Master “Management” (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the	Students who have successfully participated in this module

module	<p>will be able:</p> <ul style="list-style-type: none"> <li>- to present and evaluate the current state of creativity research.</li> <li>- to describe and critically examine creativity as an individual (psychological) phenomenon.</li> <li>- to reflect on empirical methods of creativity diagnostics</li> <li>- to overcome personal approaches in order to break through the context dependency of individual creativity with a multi-disciplinary approach.</li> <li>- to compare and evaluate different socio-individual theoretical approaches.</li> <li>- to develop creativity as a communicative phenomenon that is performed by groups and organizations.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- P-dimensions of creativity <ul style="list-style-type: none"> <li>- Person</li> <li>- Product</li> <li>- Process</li> <li>- Place</li> </ul> </li> <li>- Psychology of creativity <ul style="list-style-type: none"> <li>- Characteristics of creative people</li> <li>- Models of the creative process</li> </ul> </li> <li>- Methods of creativity diagnostics <ul style="list-style-type: none"> <li>- Psychometric methods</li> <li>- Experimental techniques</li> <li>- Biographical and case study techniques</li> <li>- Multi-methodological methods</li> </ul> </li> <li>- Socio-individual theoretical approaches: <ul style="list-style-type: none"> <li>- component model</li> <li>- system model</li> <li>- interaction approach</li> </ul> </li> <li>- Communication approaches: <ul style="list-style-type: none"> <li>- generic model of group creativity</li> <li>- micro-interactional approach</li> <li>- Creaplex approach</li> </ul> </li> </ul>
Teaching and learning methods of the module	<p>Interactive seminar</p> <p>Critical interpretation in the form of individual and group work</p> <p>Self-study</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>To promote scientific discourse, 1-2 guest lectures by creativity researchers will be integrated, if possible.</p> <p>Self-study using online components</p>



**Culture & Society in Change - History and Trends**  
**Status: September 2021**

Module-Nr./ Code	CSIC
Module title	Culture & Society in Change: History and Trends
Semester or trimester	1st semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs “Master Management” and “Master Social Transformation: Politics, Philosophy, Economics.
Person responsible for the module	Prof. Dr. Stephan Sonnenburg
Name(s) of the instructor(s)	Prof. Dr. Michael Zerr
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 10 (7) Course and Examination Regulations for the Master “Management” (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>- explain the interconnectedness of individual, cultural and social change referring to historical examples,</li> <li>- identify current fundamental areas of social and cultural</li> </ul>

	<p>transformation globally as well as locally and, based on this,</p> <ul style="list-style-type: none"> <li>- reflect on the challenges of making sense of transformations while they are happening,</li> <li>- reflect on the role of politics and economy, management and organizations in the context of social and cultural change.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- The connection between individual, organizational, societal and cultural change</li> <li>- Exemplary history and analysis of major social and cultural transformations (e.g. industrialization, the '1968 movement', media transformation)</li> <li>- Current issues and trends of social and cultural change</li> <li>- Making sense of change: challenges of contemporary perspectives on current transformations</li> <li>- Organisational change and society</li> </ul>
Teaching and learning methods of the module	<ul style="list-style-type: none"> <li>- Interactive seminar integrating exercises</li> <li>- Reading and discussions</li> <li>- Exercises in groups</li> <li>- Image and film analysis</li> </ul>
Special features (e.g. online activities, company visits, guest lectures, etc.)	

## Identity

<b>Identity</b> <b>Status: September 2021</b>	
Module-Nr./ Code	IDTY
Module title	
Semester or trimester	1 <sup>st</sup> semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	According to § 5 Enrolment Regulations. Other than that, there are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	No
Person responsible for the module	Prof. Dr. Ella Roininen
Name(s) of the instructor(s)	Prof. Dr. Ella Roininen
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 of which 42 are contact hours
Hours per week	3
Assessment type / requirement	The Assessment type is an Essay according to § 10 (4)

for the award of credits	Course and Examination Regulations for the Master “Management” (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Following the successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>- Draw and model, from a constructivist point of view, the creation of a subject within a discourse</li> <li>- Explain and develop “identity” as a performative repetition of a continuous instability within social orders</li> <li>- Model “identity” as a result of social construction and subjectivation processes</li> <li>- Model and critically analyse the influence of society and culture on the perception of groups and identities especially within the organizational context</li> <li>- Explain inclusion and exclusion processes and social closure within society</li> <li>- Reflect on one’s own identity and diversity and develop an own critical position</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- Historical and philosophical foundations of identity, diversity and society</li> <li>- Social, cultural and political dimensions of identity</li> <li>- Identity theories and their applications</li> <li>- Cultural turns on identity research, discursive construction of identity</li> <li>- Group identities, inclusion and exclusion, social construction of difference and stereotypes</li> <li>- Feminist, queer and postcolonial views on identity, subjectivity</li> <li>- Intersectional theory of identities and social positions</li> <li>- Gender identity, doing gender, doing difference</li> <li>- Methodological perspectives on identity research</li> <li>- Identity in organisations, organisational subjects and social positions</li> <li>- Identities in relation to immigration and globalisation</li> </ul>
Teaching and learning methods of the module	Seminar, classroom exercises and case studies, interactive discussion

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Self-study via virtual learning tools, guest lecture(s). <i>All required texts are available at Moodle under the respective session.</i>
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## Globalization from Below

<b>Globalization from Below</b>	
<b>Status: January 2021</b>	
Module-Nr./ Code	1.15 GLFB
Module title	Globalization from Below
Study Semester (or Trimester)	1 <sup>st</sup> semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Course type (mandatory, elective, etc.)	Compulsory Core Elective
Applicability of the module	
Entry requirements	None
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English
Assessment type / requirement for the award of credits	Field Study
Weighting of the grade within the total grade	5,0 %

<p>Learning objectives of the module</p>	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> <li>• Analyse the social and political processes underlying the global circulation of people, ideas, images, values capital, and material things</li> <li>• Explore the implications of these processes for individual and collective identities and everyday lives using ethnographic research</li> <li>• Evaluate the relationship between specific global systems and particular local material realities</li> <li>• Critically examine the assumptions, presuppositions, and ways of different approaches to global labour, migration and trade</li> <li>• Debate systemic cultural, social, political and economic inequalities in light of globalization processes</li> </ul>
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## Basic Principles in Strategic Management

<b>Basic Principles in Strategic Management</b> <b>Status: September 2021</b>	
Modul-Nr./ Code	STRA
Module title	Basic Principles in Strategic Management
Semester or trimester	2nd Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Compulsory
If relevant, course units within the module	
Frequency of module	Every Year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of IMAN is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the management cycle (plan) and has particular references to the upstream modules IMAN (plan), BENV (analyze), the downstream modules RESO (do), MACC (check), CHIN (act) as well as to the module RTMA, and to the major modules.
Person responsible for the module	Prof. Frank Widmayer
Name(s) of the instructor(s)	Prof. Dr. Bernadette Loacker Prof. Frank Widmayer

Teaching language	English
Number of ECTS credits	5
Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact Hours= 42 Hours, Self-Study = 108 Hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	Presentation § 14 (9) CER
Weighting of the grade within the total grade	2,5 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able:</p> <ul style="list-style-type: none"> <li>- to critically reflect on the genealogy of the concept of strategy and its transfer from military to economic and social contexts</li> <li>- to deconstruct strategy as practice (and practices) and - against the background of agile and complex companies/environments</li> <li>- to analyze the process of strategy development and implementation, the constellation of actors and the associated needs for legitimation, power, insecurity management and reduction of complexity</li> <li>- to present the importance and course of strategic decision-making processes in global markets,</li> <li>- to present and apply selected methods of international corporate, environmental, market and competitive analysis,</li> <li>- compare different concepts of strategic</li> </ul>



	<p>management, formulate strategic alternatives and systematically select suitable strategic alternatives,</p> <ul style="list-style-type: none"> <li>- apply methods to implement and implement a strategy, and to understand and critically reflect on strategies as construction and interaction of the company/organization with its social environments.</li> <li>- To effectively present discussion and problem contexts using appropriate instruments</li> <li>- to demonstrate empathy and apply argumentation skills within group work</li> </ul>
Content of the Module	<ul style="list-style-type: none"> <li>- Strategic thinking and strategic concepts <ul style="list-style-type: none"> <li>o Historical Approach</li> <li>o Contingency and interactiontheoretical approaches</li> <li>o Market based view</li> <li>o Resource based view</li> <li>o Entrepreneurship &amp; Intrapreneurship</li> <li>o Corporate Strategy</li> <li>o Competitive Strategy</li> </ul> </li> <li>- The process of strategic management <ul style="list-style-type: none"> <li>o Conceptual approaches</li> <li>o Target determination</li> <li>o Strategic planning</li> <li>o Strategy implementation</li> <li>o Strategic control</li> </ul> </li> <li>-Strategic methods and frameworks and their critical reflection: <ul style="list-style-type: none"> <li>o SWOT</li> <li>o Competitor analysis</li> <li>o Portfolio analysis</li> <li>o Five Forces</li> <li>o Weak Signals and Early Recognition</li> <li>o Anticipation</li> <li>o Positioning</li> <li>o 7-S Framework (McKinsey)</li> </ul> </li> <li>- Strategic Management and Business Development</li> <li>- Business Model Generation</li> <li>- Strategic Management and Strategic Leadership: Current Trends</li> <li>-</li> </ul>
Teaching and learning methods of the module	Interactive lecture, group work, source work, case studies, media
Specials (e.g. online part, practice visits,	The event will be held as a block event. A pre-reading of the given literature is obligatory - this

guest lectures, etc.)	is provided via the info pool. In a kickoff session about three weeks before the block event the specialties are presented.
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## Sustainable Development (IR/PPE)

<b>Sustainable Development Status: June 2021</b>	
Module-Nr./ Code	SUDE
Module title	Sustainable Development
Semester or trimester	2 <sup>nd</sup> Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability 179ort h module	The module is applicable to the bachelor programs "International Business", "International Relations – Responsible Business", "Politics, Philosophy and Economics", „Citizenship and Civic Engagement“ and "Globalization,

	<p>Governance and Law”.</p> <p>This module has interconnections to most other modules, especially the modules Global Economy (GECO), Area Studies (ARST), International Collaboration (ICOL) as well as to Cultural Studies (CUST), Ethics: Sustainability (ETSU), IPOS, FPAN, ECIN &amp; SIEM.</p>
Person responsible 180ort he module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	<p>Prof. Dr. Robert Lepenies</p> <p>Maren Kropfeld</p> <p>Dr. Kaidi Tamm</p>
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	<p>Total workload = 120 hours</p> <p>(contact hours = 42, self-study = 78 hours)</p>
Hours per week	3
Assessment type / requirement for the award of credits	The assessment type of the module is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	<p>2 %</p> <p>Grading according to §§ 19 &amp; 20 Course and Examination Regulation (CER); see appendix.</p>
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>1. identify the various constituent dimensions of sustainable development: environmental, economic, social, cultural, and political</p>

	<p>manifestations of sustainability, explain the evolving global sustainability discourse and identify its main actors and stakeholders</p> <ol style="list-style-type: none"> <li>2. select appropriate responses from business, politics and civil society for dealing with social, political, environmental, technological, and global issues and stakeholders</li> <li>3. evaluate potential opportunities for 'going green'</li> <li>4. apply different models for managing and transforming non-sustainable conditions and results to more sustainable solutions</li> <li>5. critically analyse controversies, solutions and recommendations in the sustainability debate and reflect respectfully on different individual perspectives and cultural concepts deriving from assumptions about humans, nature, development, technology and economy</li> </ol>
Content of the module	<p>The course content includes:</p> <ol style="list-style-type: none"> <li>6. Raising of environmental awareness in the West</li> <li>7. Environmental politics and the birth of the sustainable development concept</li> <li>8. 1992-2015: road to Agenda 2030 and Sustainable Development Goals.</li> <li>9. Different models &amp; key concepts of sustainable development.</li> <li>10. Key problems: ethics of Anthropocene, waste(fullness) and pollution: toxic civilization, crossing planetary boundaries &amp; limits to growth.</li> <li>11. Ecological dimension of sustainable development:</li> <li>12. Social dimension of sustainable development:</li> <li>13. Economic dimension of sustainable development, alternative economic models such as degrowth, circular economy or Doughnut Economics</li> <li>14. Sustainable business models and sustainability strategies for businesses along efficiency, consistency and sufficiency</li> <li>15. Responsible production and consumption, social entrepreneurship, Supply Chain Act, Labels, Greenwashing</li> <li>16. Transition Theories and the Multi-Level-Perspective</li> <li>17. Cultural dimensions of sustainable development: multi-stakeholder perspectives, cooperation &amp; post-colonial issues.</li> <li>18. Personal sustainability: connecting macroscale SDGs with individual level: what can each of us do to make a difference? Personal takeaways.</li> <li>19. Evaluation of the Agenda 2030 and the achievement of the Sustainable Development Goals.</li> </ol>
Teaching and learning methods of the	The course is organized around lectures and case

<p>module</p>	<p>studies aimed at illustrating important concepts and then debating them in class. The course also supports students in learning cooperation and critical literature review and analytic skills, as they are required to work together and conduct background research for their exam presentations at the end of the course.</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>Online events, guest speakers, case studies, workshops</p>

## Political Philosophy

<b>Introduction into Political Philosophy</b> <b>Status: July 2021</b>	
Module-Nr./ Code	POLP
Module title	Introduction into Political Philosophy
Semester or trimester	2 <sup>nd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirement	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to the bachelor programs "Politics, Philosophy, Economics", "International Relations", "Citizenship and Civic Engagement" and "Globalization, Governance and Law". It has interconnections most notably with CITI, CUST, IPOS, PHIL, ANTH, STRA, ETGL, ETPR, ETSU and JHCR.
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Prof. Dr. Wendelin Küpers Prof. Dr. Nadja Meisterhans
Teaching language	English

Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Teaching and learning methods of the module	self-study, lectures/seminars, class debate
<b>Learning outcomes</b> of the module	<p>Students who have successfully participated in this module will be able to</p> <ol style="list-style-type: none"> <li>1. describe and assess a range of key ideas and positions of political philosophers, the intertextual discourse between them and the main debates in political theory and philosophy</li> <li>2. contrast, critically reflect and interpret political theories against the historical and contextual background of their origin</li> <li>3. understand the normative function of political theory and the effect it has on political debates</li> <li>4. evaluate different interpretations used in political argument and in the analysis of political phenomena</li> <li>5. conceptualize a theoretical framework for the empirical study of political issues</li> <li>6. critically reflect on their own interpretation, its limitations and the categories in which we think and act politically</li> </ol> <ol style="list-style-type: none"> <li>1. have a good understanding about the normative debates concerning the nature, moral status and limits of democratic authority.</li> <li>2. be able to evaluate the strengths and weaknesses of various (political) theories and arguments</li> <li>3. have a good comprehension about the problem of legitimate political authority, different competing grounds of political obligations and the circumstances under which political authority may be challenged.</li> <li>4. be able to critically examine texts in political philosophy/theory</li> <li>5. have developed their ability to form philosophical</li> </ol>

	arguments and communicate those arguments both orally and in writing
<b>Contents</b> of the module	<p><b>1: Ancient Greek Political Philosophy</b> Socrates, Plato, Aristotle</p> <p><b>2: The Ruler and his practice</b> Machiavelli: “The Prince” / Machiavellism</p> <p><b>3: The State of Nature and the Social Contract</b> Hobbes, Locke and Rousseau</p> <p><b>4: Political Dialectics/Equality</b> Hegel(ianism) and Marx(ism)</p> <p><b>5: Kant, Bentham/Mill, Rawls, Habermas, <u>Arendt</u> Political Philosophy &amp; Liberalism</b> Focus Justice</p> <p><b>6: 20 Century Continental Political Philosophy</b> (e.g. Arendt, Habermas, Foucault, Agamben)</p> <p><b>Final Sessions (with A. Amato):</b></p> <p><b>Thematic Patterns</b></p> <ol style="list-style-type: none"> <li>6. State of Nature</li> <li>7. Power, Legitimacy, Government</li> <li>8. Status of Democracy, Citizenship, Recognition,</li> <li>9. Freedom/Liberty, Individuality, (Human) Rights</li> <li>10. Common Good &amp; Social Contract</li> <li>11. Liberalism/Equality, Solidarity</li> <li>12. (Global) (Global) Justice</li> <li>13. <u>Critical Theories Feminist Theory, Queer Theory, Postmodernism, Post-Colonialism</u></li> <li>14. <u>Anthropocentrism and Eco-Political Thought</u></li> </ol>



## Introduction to Strategic Practice

<b>Introduction in Strategic Practice</b> <b>Status: June 2021</b>	
Module-Nr./ Code	STRA
Module title	Introduction in Strategic Practice
Semester or trimester	2 <sup>nd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the bachelor programs "International Relations", "Politics, Philosophy, Economics", "Globalization, Governance and Law" and "Citizenship and Civic Engagement". It has interconnections to FPAN, CORE, ARST, ETSU, ETPR, ETGL, IPOS, JHCR and SIEM.
Person responsible for the module	Prof. Dr. Wendelin Küpers

Name(s) of the instructor(s)	Prof. Dr. Wendelin Küpers Prof. Dr. Michael Zerr
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3 %
Assessment type / requirement for the award of credits	The assessment type of the module is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to  <ol style="list-style-type: none"> <li>1. explain the significance and the steps of strategic decision-making processes in a global context</li> <li>2. illustrate key approaches of strategy</li> <li>3. identify concrete strategies for the construction and interaction of institutions with(in) its socio-cultural environment</li> <li>4. explain strategic dynamics and analyze the relative strength of different strategic positions as a basis for decisions &amp; actions and examining possible conflicts</li> <li>5. develop own strategies, taking into account their practices, processing and effects</li> <li>6. apply methods to implement a strategy</li> </ol>
Content of the module	<ol style="list-style-type: none"> <li>1. Strategic mindsets and strategic concepts</li> <li>2. The process of strategizing</li> <li>3. Strategic methods and frameworks</li> <li>4. Strategic management and business development</li> <li>5. Critical reflection on strategy and society</li> </ol>
Teaching and learning methods of the module	Interactive lectures, groupwork, working with documentary material, case studies, media

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lectures by industry practitioners and academics

## Foreign Policy Analysis

<b>Foreign Policy Analysis</b> <b>Status: June 2021</b>	
Module-Nr. / Code	FPAN
Module title	Foreign Policy Analysis
Semester or trimester	2nd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is applicable to the bachelor programs "International Relations", "Politics, Philosophy, Economics" and "Citizenship and Civic Engagement". It has interconnections with all specific IR, PPE and CCE modules, especially INOR as well as CITI, CORE, SCIE, ARST, GECO, SUDE, CUST, ANTH, STRA
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler

Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	4
Assessment type / requirement for the award of credits	The Assessment type is a Written Assignment according to §14 (4) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ol style="list-style-type: none"> <li>1. Define the realm of foreign policy as a mechanism of the international structure and locate FPA within the discipline of international relations.</li> <li>2. Distinguish various theoretical approaches to and debates about the analysis of foreign policy, critically reflect upon their respective limitations, implications and underlying assumptions and apply them to case studies.</li> <li>3. Differentiate (state and non-state) actors, agendas and arenas in foreign policy</li> <li>4. Analyse the impact of the concepts of power and influence in foreign policy making and reflect the significance of foreign policy in an age of globalization.</li> <li>5. Critically assess the different aspects, factors and (cultural, economic, geographical, historical, and political) dimensions of foreign policy decision-making and the process and means of foreign policy implementation (e.g. diplomacy, military force, sanctions, aid, propaganda etc.)</li> <li>6. Reflect on the impact of culture, interests</li> </ol>

	and identity as well as the influence of ethics, values, norms and human rights.
Content of the module	<p>The course content includes:</p> <ol style="list-style-type: none"> <li>7. History and evolution of Foreign Policy</li> <li>8. Levels and Models of Foreign Policy Analysis: Actors, Structures, Processes, Sources (domestic and external)</li> <li>9. Foreign Policy and IR theory: Approaches and Concepts</li> <li>10. State and non-state actors: Personality, Rationality, Interests and Psychology</li> <li>11. Processes: Foreign Policy analysis and Decision-Making</li> <li>12. Public Diplomacy</li> <li>13. Implementing Foreign Policy: Power and Persuasion (Military Power, Diplomacy, Sanctions, Aid)</li> <li>14. Geopolitical, economic and cultural dimensions of FP</li> <li>15. The impact of Cultures, Identities, Interests</li> <li>16. Foreign policy doctrines and ethical dimensions: values, beliefs, norms and human rights</li> <li>17. The media, foreign policy and public opinion</li> <li>18. Case studies: German and EU foreign policy</li> <li>19. Case studies: US foreign policy</li> <li>20. Case studies: East Asia and Middle East foreign policy</li> <li>21. Case Studies: Latin American foreign policy</li> <li>22. National Security and Foreign Policy</li> <li>23. Simulation Summit Exercise</li> </ol>
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study and a United Nations Security Council role play and reflection

## Global Governance

<b>Global Governance</b> <b>Status: June 2021</b>	
Module-Nr./ Code	12.2.4 GLOG
Module title	Global Governance
If relevant, course units within the module	-

Study Semester (or Trimester)	2 <sup>nd</sup> semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Course type (mandatory, elective, etc.)	Mandatory
Applicability of the module	The module is applicable to the bachelor program "Globalization, Governance and Law". It has interconnections with all specific GGL modules, especially "Introduction into International Public Law", "International Organizations", "International Collaboration", "Justice, Human and Constitutional Rights", "Economic Institutionalism", as well as "Global Economy", "Sustainable Development", "Political Philosophy", "Introduction in Strategic Practice" and "Ethics: Globalization"
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English
Assessment type / requirement for the award of credits	The assessment type of this module is an Essay according to § 14 (6) Course and Examination Regulation (CER)
Weighting of the grade within the total grade	3 %
Learning outcomes of the module	Students who have successfully participated in this

	<p>module will be able to</p> <ul style="list-style-type: none"> <li>• differentiate and critically examine various theoretical perspectives on global governance</li> <li>• describe contemporary global governance, its key challenges and potential solutions</li> <li>• distinguish contemporary institutions of global governance and classify their decision-making mechanisms</li> <li>• Critically evaluate the outcome of different mechanisms of global governance and assess possible improvement</li> <li>• Interpret current debates about peacekeeping, intervention, nuclear non-proliferation, global economic governance, global climate change, and the global human rights regime</li> </ul>
Content of the module	<p>15. Concepts and Theories of Global Governance  16. Globalisation and Global Governance  17. Institutions of Global Governance  18. Peacekeeping and Intervention  19. Nuclear Non-proliferation  20. Rising Powers and the Emerging Global Order  21. Global Trade and Finance  22. Global Political Economy  23. UN Millennium Development Goals and beyond  24. Global Poverty  25. Refugees and Forced Migration  26. Climate Change  27. Global Human Rights  28. Regionalism and Global Governance  29. Future of Global Governance</p>
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Managerial Accounting



## Managerial Accounting

Status: September 2021

Module-Nr./ Code	MACC
Module title	Managerial Accounting
Semester or trimester	4 <sup>th</sup> semester
Duration of module	One semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	<p>There are no formal requirements for participation in this module, however, successful completion of the modules</p> <ul style="list-style-type: none"><li>– Introduction to Management</li><li>– Basic Principles in Strategic Management</li><li>– Resources: Financial Resources, Human Resources, Organization</li></ul> <p>is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.</p>
Applicability of the module to other programmes	This module is part of the Bachelor programs International Business and Management
Person responsible for the module	Prof. Frank Widmayer
Name(s) of the instructor(s)	Michelle Olufeso Joachim Scheiderer Thomas Steinert

Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (180') § 14 (2) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module are able to</p> <ul style="list-style-type: none"> <li>– present the meaning of corporate accounting as source of information, which generates figures that are useful for external stakeholders to assess the company's business performance (external accounting, annual financial statement) and for internal stakeholders to make business decisions based on the data (internal accounting),</li> <li>– define the structure and the data of the annual financial statement, describe how the balance sheet is drawn up, including bookkeeping and the profit and loss account, explain the different items of the balance sheet and the profit and loss account and understand their significance,</li> <li>– understand budgeting and accrual accounting from a financial management as well as from a political perspective,</li> <li>– describe cost accounting as basis for budget planning and as basis for the calculation of products, services, contracts, projects etc.,</li> <li>– present the meaning of cost management and define adequate methods (cost / benefit calculation, calculation of cost types, cost centres and cost units, cost accounting and cost allocation),</li> <li>– understand the implications of Economic Value Added (EVA) and related concepts</li> </ul>

	from a shareholder and from a stakeholder perspective.
Content of the module	<ul style="list-style-type: none"> <li>– Module 1 - Balance Sheet &amp; Cases</li> <li>– Module 2 - Income statement &amp; transaction analysis</li> <li>– Module 3 - Cost Volume Profit Analysis including BEP</li> <li>– Module 4 - Job order costing</li> <li>– Module 5 - Budgeting</li> <li>– Module 6 - Accrual accounting and M&amp;A</li> <li>– Module 7 - Cash Flow and M&amp;A</li> <li>– Module 8 - EVA (shared value)</li> </ul>
Teaching and learning methods of the module	Interactive lectures, business simulations, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Blended learning supported by an online learning platform including learning videos, quizzes and exercises

## Advanced Company Project

<b>Advanced Project</b> <b>Status: September 2021</b>	
Module-Nr. / Code	APRO
Module title	Advanced Project
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module IPRO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform,
Applicability of the module	<p>This module is targeted at the transfer between theory and practice and has interconnections to all earlier and simultaneous modules of the program, especially to IPRO.</p> <p>This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialization of the students.</p>
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp

Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Coaches
Teaching language	English/other (depends on the subject of the project and the host country)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Project work § 14 (11) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to autonomously identify, plan and implement a selected political, social or business project in an international context, with the help of tutors (instructors) and supervisors (professors). This involves integrating, applying and implementing the knowledge acquired in the modules to date.
Content of the module	Autonomous development of a project idea and implementation of a project under supervision and in collaboration with external partners ("sponsors"). If relevant, students can base their project on work carried out in the project module in the 3 <sup>rd</sup> semester.
Teaching and learning methods of the module	Project work in a team of 5-6 participants (tutored)
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Diversity & Management

<h3><u>Diversity and Management</u></h3> <p><b>Status: September 2021</b></p>	
Module-Nr. / Code	DIMA
Module title	Diversity and Management
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory / elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module IHRD is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is in relation with ICBC and IHRD as well as connected to RESO.
Person responsible for the module	Prof. Dr. Ella Salome Roininen
Name(s) of the instructor(s)	Prof. Dr. Ella Salome Roininen
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Assignment § 14 (4)
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– explain and critically analyze processes of social categorization.</li> <li>– describe and critically discuss the origins of DM in the USA und in Europe</li> <li>– recognize factors of inequality and discrimination in the society and in</li> </ul>

	<p>organizations.</p> <ul style="list-style-type: none"> <li>– formulate integration processes as business case and as a task of social sustainability.</li> <li>– develop and apply managerial strategies of diversity and inclusion in institutional and organizational context.</li> </ul>
Content of the module	<p>The course content includes:</p> <ul style="list-style-type: none"> <li>– A historical view on the development of DM</li> <li>– The main approaches, theories and current organizational issues in D&amp;I management</li> <li>– D&amp;I frameworks and their application</li> <li>– Social categorization: inclusion, exclusion, prejudice, stereotyping, othering</li> <li>– Inequality and discrimination</li> <li>– Specific D&amp;I topics such as gender, LGTB+, disability, mental health, age</li> <li>– Biases research, biases in digitalized economy</li> <li>– Analyzing diversity in organization, specific diversity actions, programs and their implementation</li> <li>– D&amp;I and social sustainability</li> <li>– Global power relations, cultures and intersectionalities</li> <li>– Integration research</li> </ul>
Teaching and learning methods of the module	<p>The course is organized around lectures and case studies aimed at illustrating important concepts and then debating them in class. Session outline and study materials are available at Moodle.</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>Guest lecturers</p>

## Circular Economy Lifecycle Management

<b>Circular Economy &amp; Lifecycle Management Status: September 2021</b>	
Modul-Nr./ Code	CELM
Module title	Circular Economy & Lifecycle Management
Semester or trimester	4th Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the IB program, Responsible Business specialization
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Matthias Brey Martin Neuhold
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3



Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Assessment type / requirement for the award of credits	Written Assignment § 14 (4) CER
Qualification objectives of the module	Students who have successfully participated in this module will: <ul style="list-style-type: none"> <li>– present an introduction to the history of ecological and entropy thinking in economics</li> <li>– discuss the most basic concepts that define the circular economy, industrial ecology, and the cradle2cradle approach</li> <li>– present theories and models that facilitate the analysis of material flows and lifecycle data of products and services in both production as well as the use phase of products</li> <li>– describe the environmental factors, major institutions and basic regulations that effect circular economy activities on the national, regional and global level</li> <li>– understand and evaluate lifecycle oriented business models and strategies as a core part of a firm's sustainability commitment</li> </ul>
Content of the module	The course content includes: <ul style="list-style-type: none"> <li>– Introduction to ecology and entropy as economic concepts</li> <li>– Industrial ecology between product-, process- and user-orientation</li> <li>– Cradle2cradle thinking and design for environment</li> <li>– Approaches to lifecycle assessment and lifecycle product management (including services)</li> <li>– Legal requirements for the circular economy</li> <li>– Collaborative approaches to the circular economy</li> <li>– Re-use, re-design and re-manufacturing as new business models for corporate sustainability</li> <li>– Circular economy, re-distribution and global supply chains</li> <li>– The maker movement, do-it-together, repair cafés and their impact on circular economy initiatives</li> </ul>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Cases, guest speakers, field visits

Module-Nr./ Code	DCMA
Module title	Digital Channel Management
Semester	4th semester
Duration	Single semester
Course type	Compulsory Elective
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules RESO and MSIC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module has links to all modules in the Marketing Specialization as well as RESO and MACC in the same semester.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Markus Gahler Janina Kleine Frauke Klos
Teaching language	English
Number of ECTS credits	
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 Hours (Contact hours = 42 hours, Self study = 138 Hours)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: describe the concept, structures and flows of marketing channels including indirect, direct, multi-level, distant and especially digital channels carry out suitable steps to establish digital channels and develop business both strategically and operationally manage cultural differences affecting the marketing operations and channels apply tools and methods how to do research on marketing channels and operations manage them actively set up solutions for digital marketing

	channels
Content of the module	<p>Concepts, structures and flows of marketing channels including</p> <p>Analysing and creating customer touch points</p> <p>Technology watch: How technologies like augmented reality, local based services affect marketing channels</p> <p>Intermediation: Supply chain, logistics, value added services, etc.; tensions between dis- and re-intermediation</p> <p>Current case-studies digital marketing channels and operations, including supporting operations</p> <p>Tools and methods how to manage marketing channels and operations actively</p> <p>Measuring and controlling of digital channel and operational performance (Goal Setting, KPIs)</p> <p>Interrelation between digital marketing channels and business models</p>
Teaching and learning methods of the module	Paper readings, case studies, group discussions, project development

## Digitalization, Interactivity and Gamification

<b><u>Digitalization, Interactivity and Gamification</u></b>	
<b>Status: September 2021</b>	
Module-Nr. / Code	DIGA
Module title	Digitalization, Interactivity and Gamification
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules RESO and SICO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module has links to all modules in the Media Communication Specialization as well as RESO and MACC in the same semester.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Greta Hoffmann, Thomas Zorbach
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 Hours (Contact hours = 42 hours, Self study = 138)

	Hours)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER
Weighting of the grade within the total grade	3 %  Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– identify current and emerging issues in digital media practice including new markets and marketing opportunities, new technologies and media, new concepts and approaches</li> <li>– evaluate the current impact of change in the social, economic and technical environment on digital media and analyze the current impact of digital media on our social settings</li> <li>– explain the psychological, cultural and social background of interactivity and gamification</li> <li>– apply exploratory research methods and case study research to emerging marketing issues</li> </ul> set up integrated strategies for designing digital marketing campaigns including applications of interactivity and gamification
Content of the module	The course content includes: <ul style="list-style-type: none"> <li>- Gamification</li> <li>- Serious Games</li> <li>- Motivation Learning</li> </ul>
Teaching and learning methods of the module	Paper readings, case studies, group discussions, project development
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Visit of DigiTalk (round table discussion about digitalization at Karlshochschule), organization of DigiTalk – student edition; Workshop in programming basic mobile applications

## Challenging Digitalization in Culture and Arts

<b><u>Challenging Digitalization in Culture and the Arts</u></b>	
<b>Stand: September 2021</b>	
Module-Nr. / Code	CDCA
Module title	Challenging Digitalization in the Arts and Culture
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules RESO and IABM is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform,
Applicability of the module	This module has links to all modules in the Arts and Entertainment Specialization as well as RESO and MACC in the same semester.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Bernhardt, Johannes Lindner, Christiane Mallmann, Lena
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)

Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– identify challenges and opportunities due to digital technologies in the field of arts, culture and entertainment</li> <li>– identify complex networks of actors in fields of digital cultural industries</li> </ul> develop strategies to intermedate between conflicting positions in these digital cultural projects or to integrate these
Content of the module	Digital transformation in museums (in collaboration with project partner)  Digital transformation in theatres (in collaboration with project partner)
Teaching and learning methods of the module	Paper readings, case studies, group discussions, project development

## Challenges of Digitalization for Developing Inspiring Events

<b><u>Challenges of Digitalization for Developing Inspiring Events</u></b>	
<b>Stand: September 2021</b>	
Module-Nr./ Code	CDDI
Module title	Challenges of Digitalization for Developing Inspiring Events
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform,
Applicability of the module	Part of the major/minor Events
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Martin Wacker Christopher Werth
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3



Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– Identify challenges and opportunities due to digital technologies in the field of events and events management</li> <li>– Promote and position unique events on competitive markets</li> <li>– Modify events and their service components according to changing market requirements in the era of digitalisation and adapt them to international target markets</li> </ul> Create physical and digital environments for the inspirational exchange of knowledge
Content of the module	Digital transformation in corporate event management (in collaboration with project partner)  Digital transformation for urban/regional event strategies (in collaboration with project partner)
Teaching and learning methods of the module	Paper readings, case studies, group discussions

## International & Sustainable Finance

<b>International &amp; Sustainable Finance</b> <b>Status: September 2021</b>	
Module-Nr./ Code	IFAS
Module title	International & Sustainable Finance
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module RESO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programmes	
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Olaf Rottke Dr. Wolfgang Spiess-Knafl

Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar Paper § 14 (5) CER
Weighting of the grade within the total grade	3 %  Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>- discuss financial management and market theories and their applications in practice</li> <li>- illustrate the implications of financial planning, long-term financial decisions, working capital management and currency risk management for international sustainable business</li> <li>- interpret the concept of sustainable finance and investment, explain diverse sources of finance and critically evaluate different approaches to sustainability controlling</li> <li>- recognize the critical role of capital markets and fiscal policy in moving towards sustainability</li> <li>- critically reflect on the ethical “blindness” of capital markets from various disciplinary perspectives</li> <li>- analyse the financial process related to at least one specific and complex international management issue</li> </ul>
Content of the module	The course content includes: <ul style="list-style-type: none"> <li>- Financial planning, capital budgeting and strategic long term financing decisions</li> <li>- Working capital management</li> <li>- Currency markets and currency risk</li> </ul>

	<p>management</p> <ul style="list-style-type: none"> <li>- Financial Value Drivers and Sustainable Return on Investment</li> <li>- Sustainability accounting, information requirements and integrated information systems</li> <li>- The role of capital markets and sustainable and ethical financial products</li> <li>- Islamic banking and financing</li> <li>- Public finance and fiscal reform</li> <li>- Environment and Natural Resource Taxation</li> <li>- The System of Environmental – Economic accounting (SEEA)</li> </ul>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Class presentations, cases

## The State in Comparative Context

<b>The State in Comparative Context</b> <b>Status: Summer Semester 2021</b>	
Module-Nr. / Code	STTE
Module title	The State in Comparative Context
Semester or trimester	Semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Elective, (Seminar)
If relevant, course units within the module	
Frequency of module	Once a week (if presence classes allowed block seminars possible)
Entry requirements	Completion of: FPAN, IR/IPS, POLP, CORE
Applicability of the module to other programs	This module contains critical intersections with IR,INOR,SUDE,POLP,IPOL,CORE and FPAN
Person responsible for the module	Anthony Teitler
Name(s) of the instructor(s)	Anthony Amato Nefeli Karaleka
Teaching language	English
Number of ECTS credits	6

Total workload and its breakdown (e.g. self-study and contact hours)	Total credit hours 180 Contact Hours: 36 Self-Study hours: 144
Hours per week	3
Assessment type / requirement for the award of credits	Learners Portfolio (Pass/Fail)
Weighting of the grade within the total grade	3%
Qualification objectives of the module	<p>1.Be able to identify core characteristics of the modern nation state.</p> <p>2.Be able to compare different political regimes and public administration systems and evaluate their effect on Regime change.</p> <p>3.Be able to analyse the differences between nations, nationalism and National Identity.</p> <p>4.Be able to compare and distinguish differing schools of thought relating to the Nation, Nationalism, and Modernity.</p> <p>5. Be able to understand the effect that non-state and superstate actors play on the Nation-state.</p> <p>6. Be able to assess and apply studied theories on modern case studies.</p>
Content of the module	<p><b>The state: Power and Regime</b> <b>Introductory Class: Historical Development of the State</b> (Westphalia, War by Other Means, Weberian state bureaucracy)</p> <p><b>Public Administration</b> – Who does the state serve and why?</p> <p><b>Political Regimes</b> (Democracies, Authoritarian Regimes, Hybrid Regimes)</p> <p><b>Regime Change</b> (Revolutions, Transitions, consolidations, backsliding)</p>

	<p><b>Nation – Nationalism – Nation State</b></p> <p><b>The invention of nations:</b> the main building blocks</p> <p><b>Nationalism as ideology</b></p> <p>The history of ideas and <b>Imagined communities:</b> the case of Elie Kedourie and Benedict Anderson</p> <p><b>Theories of modernization and Marxist approach:</b> the case of Ernest Gellner and Eric Hobsawm</p> <p><b>Nation State and Beyond</b></p> <p><b>Socialization and Norms in international Relations</b> (Europeanization and UN HR discourse, International Linkages, Global Governance)</p> <p><b>States and Institutional constraints</b> (Treaties, Free-Trade agreements, Transnational/Post national organizations (ASEAN, EU, MERCOSUR)</p> <p><b>Non-State Actors</b> (NGOs and Civil Society {Social Movements/Protests/Arab Spring}, Terrorist organizations {ISIS, Boko Haram}, Organized Crime, Companies, Social Entrepreneurs)</p> <p><b>Outlook;</b> Bringing it all together</p>
Teaching and learning methods of the module	Seminar based largely on student driven discussions (presentations and moderated forums), Practical in-class activities, and 1-2 applied case studies (based on field trips, guest speakers, ect.)
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Field Trip (European Parliament) Possible field trip/guest speakers (SocEntBW/NGO affiliated with SENSE, Trans-/International Company)

## International Human Rights Politics

<b>International Human Rights Politics</b> <b>Status: January 2021</b>	
Module-Nr. / Code	IHRP
Module title	International Human Rights Politics
Semester or trimester	4 <sup>th</sup> semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	None
Applicability of the module to other programs	No
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Dr. Eric Heine
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-	180 hours of which 42 are contact hours / 138



study and contact hours)	self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	<p>Students will be required to submit a written essay or a paper analyzing a case study on a topic related to international human rights politics.</p> <p>Once during the course each student will be assigned the role of “a briefing rapporteur” and should be able to present the merits of the readings and to put forward some questions for debate.</p>
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>By the end of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>- Analyze the major qualitative steps in the genealogy of human rights</li> <li>- Analyze the main global and regional human rights regimes</li> <li>- Analyze the European system of human rights protection</li> <li>- Discuss specific issues related to the effective implementation of human rights in Europe and beyond</li> <li>- Demonstrate an understanding of selected problems in the field of human rights protection</li> <li>- Analyze critically primary sources such as international conventions and agreements</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- Introduction to International Human Rights Politics</li> <li>- The Universal Declaration of Human Rights: A Case of Successful Value Generalization?</li> <li>- The Genealogy of Human Rights and the Problem of Universal Validity in a Global Plurality of Cultures</li> <li>- International Human Rights Regimes in World Society: Institutions, Actors and</li> </ul>

	<p>Processes</p> <ul style="list-style-type: none"> <li>- The Dialogue of Courts in the European System of Human Rights Protection</li> <li>- Unveiling Human Rights: The European Court of Human Rights and the Limits of Freedom of Religion</li> <li>- Destination Europe – Protecting the Rights of Migrants and Refugees in European Law</li> <li>- Simulation of a European Council meeting on European Migration Policy</li> <li>- Securing the Individual in World Society: Humanitarian Intervention and the Responsibility to Protect</li> <li>- The Dark Sides of Virtue and the Marketization of Humanitarianism</li> <li>- Tribunals, International Criminal Law and the Global Legal Order</li> <li>- A Journey into the Unknown – The End of Western Hegemony and the Uncertain Future of Human Rights in a Multipolar World</li> </ul>
Teaching and learning methods of the module	This seminar will be very interactive combining various teaching and learning methods such as group projects, presentations, debates, legal case studies as well as a short Model EU simulation.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Online European Council simulation

## Marketing Elective

<b>Marketing Elective</b> <b>Status: September 2021</b>	
Module-Nr./ Code	MELE
Module title	Marketing Elective
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	Part of the major/minor marketing strategy.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	N.N. Thomas Zorbach
Teaching language	English

Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Depends on partner university
Weighting of the grade within the total grade	3 %  Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– understand contemporary marketing issues from an international and cross-cultural perspective</li> <li>– develop marketing strategies and operations in conditions of market differences</li> <li>– analyse and discuss current topics and trends in marketing strategy</li> <li>– synthesize contents from different research/scientific areas in the field of marketing depending on their own professional and academic interest</li> </ul>
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programs in the partner institution.
Teaching and learning methods of the module	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Experiences abroad

## Culture, Markets & Consumption

<b>Culture, Markets and Consumption</b> <b>Status: September 2021</b>	
Module-Nr. / Code	CMAC
Module title	Culture, Markets and Consumption
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	<input type="checkbox"/>
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however the successful completion of the modul CUTU is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	-
Person responsible for the module	Prof. Dr. Stephan Sonnenburg
Name(s) of the instructor(s)	Prof. Dr. Desmond Wee Prof. Dr. Wendelin Küpers

Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours / 108 self-study hours (including two weeks fieldtrip)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Project according to § 10 (8) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> <li>- to describe the economy as a cultural phenomenon.</li> <li>- to understand markets as culturally shaped arenas ("markets are conversations").</li> <li>- to analyze and differentiate between consumption and consumer cultures, taking into account intercultural differences.</li> <li>- to throw light on how people produce meaning with their consumption. - to reflect on which strategies and measures organizations use to relate to this (marketing and brand management).</li> <li>- to identify which actors (inter)act in these arenas and what their relationships are with each other.</li> <li>- to effectively apply the "arena, actor, agenda" terms for the analysis of real contexts.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- Consumer culture theory</li> <li>- Objects, exchange, interaction</li> <li>- Signs, symbols, sense</li> <li>- Subjects, society, capital</li> <li>- The social construction of markets and arenas</li> <li>- Material culture and consumer culture- Consumer identity</li> </ul>

	<ul style="list-style-type: none"> <li>- Liminal consumption</li> <li>- Consumption as political and moral practice</li> <li>- Identifying (hidden) agendas</li> </ul>
Teaching and learning methods of the module	Field Study in the form of an Edutour
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Students do field research, selecting a research topic, analyzing the relevant arena, identifying stakeholders, conducting a stakeholder analysis and investigating different agendas and the resulting discourses and interactional dynamics

## Governance: Norms, Rules & Rituals

<b>Governance: Norms, Rules and Rituals</b>	
<b>Status: September 2021</b>	
Module-Nr./ Code	NORU
Module title	Governance: Norms, Rules and Rituals
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however the successful completion of the module LERE is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	-
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English



Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 10 (7) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	5
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> <li>- to analyze and apply norms, rules, and rituals as management instruments.</li> <li>- to describe how norms are institutionalized in the form of rules and rituals.</li> <li>- to develop governance principles for different types of organizations.</li> <li>- to explain the effect of norms, rules, and rituals on and in organizations and apply this understanding to their respective role as manager, employee, colleague or consultant.</li> <li>- to identify intercultural differences in the application and effect of norms, rules, and rituals.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- Institutions</li> <li>- The emergence of norms and rules in social communities</li> <li>- Evolution, Institutionalization and Diffusion of Norms</li> <li>- Societal effects of norms</li> <li>- Functions and limitations of normative governance</li> <li>- Governance principles and adaptation</li> <li>- Interpretative approaches to norms and rules</li> <li>- Rituals: performance, orientation, interpretation</li> </ul>
Teaching and learning methods of the module	Interactive lecture, seminar style

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	To promote scientific discourse, 1-2 guest lectures e.g. by practitioners in the field of corporate governance or a company excursion will be integrated, if possible.  Self-study integrating online components such as Skype, Dropbox and the university's internal download center.
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## Strategic Practice

<b>Strategic Practice</b>	
<b>Status: September 2021</b>	
Module-Nr./ Code	STRT
Module title	Strategic Practice
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module BUSA is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.

Applicability of the module	-
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Prof. Dr. Wendelin Küpers Richard Gerstenberg
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Written Assignment according to § 10 (2) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	4
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> <li>- to identify, analyze and critically reflect on concrete strategies for the construction and interaction of ventures with(in) its socio-cultural environment as activity configuration.</li> <li>- to interpret and evaluate critically the 'classics' of strategy and apply them to generate approaches to current issues.</li> <li>- to understand strategic dynamics and to evaluate the relative strength of different strategic positions as a basis for decisions &amp; actions and examining possible conflicts</li> <li>- to develop own strategies, taking into account their practices, processing and effects.</li> <li>- to deal with ambiguities and to think in terms of imperfect solutions for strategic problems, and</li> </ul>

	integrating pre- and arational dimensions.
Content of the module	<ul style="list-style-type: none"> <li>- Definition, context &amp; contents of strategy</li> <li>- Strategy work, process &amp; strategists</li> <li>- Classical strategic thinkers and designs</li> <li>- Strategic practice(s) as creative action / performance / Strategy-as-Practice</li> <li>- Role of material and symbolic artifacts to strategize</li> <li>- Strategic dynamics &amp; cooperation</li> <li>- Strategy and metaphors &amp; narratives</li> <li>- Pre- and a-rational approaches &amp; competencies: embodied and implicit knowing, intuition, emotions, imagination &amp; dreams</li> </ul>
Teaching and learning methods of the module	Interactive lecture, seminar style
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Self-study integrating online components such as Dropbox and the university's digital platform

## Power & Conflict

<b>Leading Others: Power, Conflict and Negotiation</b> <b>Status: September 2021</b>	
Module-Nr./ Code	POCO
Module title	Leading Others: Power, Conflict and Negotiation
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module LYPC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs "Master Management" and "Master Social TransFormation: Politics, Philosophy, Economics.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Vinca Bigo, PhD, Associate Professor Prof. Dr. Wendelin Küpers
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours, of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Case Study according to § 10 (11) Course and Examination Regulations for the Master "Management" (CER); see

	appendix.
Weighting of the grade within the total grade	0 % (pass/fail)
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> <li>- to understand the phenomenon of leadership as relationship.</li> <li>- to reflect on power as a central force and component of social cooperation and organizational realities and as a source and medium of leader- followership.</li> <li>- to identify and experience power as an ambivalent, performative, productive and/or destructive moment.</li> <li>- to recognize conflicts as ambivalent and to understand the potential destructive force and/or transformational potential of conflicts.</li> <li>- to understand the per-formative and transformative power (and weakness) of decisions and policies in particular with regard to power and conflict.</li> <li>- to comprehend potentials and limitations of conflict resolution practices such as negotiation, mediation, arbitration and courts ruling.</li> <li>- to be able to use forms of nonviolent communication.</li> <li>- to apply a variety of negotiation competencies to remedy conflicts, claim interests and create added value sustainably.</li> <li>- to integrate ethical issues into leader- and followership practices.</li> <li>- to critically reflect on alternative forms of organization and business designed to deal with power and conflict differently.</li> <li>- to deal appropriately with various types of (team) conflicts</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- Leadership as relationship</li> <li>- Phenomenon of Power and its forms and origins</li> <li>- Phenomenon of Conflict and its forms and origins</li> <li>- Potentials and limitations of decision and policy making (models, theories) in the field of power and conflict</li> <li>- Negotiation, Mediation, Arbitration and Courts as form of civilized conflict resolution</li> <li>- Competent sustainable value creating Negotiation</li> <li>- Non-violent communication</li> </ul>
Teaching and learning methods of the module	<ul style="list-style-type: none"> <li>- "Literature Laboratory" (presentations and discussions)</li> <li>- Simulations</li> <li>- Role-plays</li> <li>- Case Studies</li> <li>- Interactive presentations</li> </ul>
Special features (e.g. online activities, event/company visits,	Invited guest speakers, simulations, real-life case studies

guest speakers, etc.)	
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## Creative Industries

<b>Innovation, Conflict &amp; Creative Change Status: September 2021</b>	
Module-Nr./ Code	ICCC
Module title	Innovation, Conflict & Creative Change
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module CRCO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs “Master Management” and “Master Social TransFormation: Politics, Philosophy, Economics
Person responsible for the module	Prof. Dr. Stephan Sonnenburg
Name(s) of the instructor(s)	Prof. Dr. Stephan Sonnenburg
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours of which 42 are contact hours / 108 self-study hours

Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 10 (7) Course and Examination Regulations for the Master “Management” (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<ul style="list-style-type: none"> <li>- Students who have successfully participated in this module will be able:</li> <li>-</li> <li>- To analyze specific creative industries and organizations.</li> <li>- To examine various concepts, conditions, and constraints of innovation.</li> <li>- To deconstruct tensions and conflict around change and innovation.</li> <li>- To develop &amp; justify a transition management strategy based in theoretical considerations for a concrete case.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- Socio-Technological Regime</li> <li>- Drivers and Barriers</li> <li>- Lock-In, Path Dependency and Inertia</li> <li>- Niche, Regime, and Landscape</li> <li>- Interests, Institutions, and Ideas</li> <li>- Tensions, Analyses, Choices</li> <li>- Transitions and Change</li> <li>- Transition Management</li> <li>- Niches and Strategic Niche Management</li> <li>- Social-Technological Innovation Systems (STIS)</li> <li>- Multi-Level Perspective</li> <li>- Case Studies in Specific Creative Industries and Organizations</li> </ul>
Teaching and learning methods of the module	<p>Interactive seminar</p> <p>Exercises in groups</p> <p>Practical examples and case studies</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Self-study integrating online components.



## Sustainable Urban Development

<b>Sustainable Urban Development: Conflict &amp; Acceptance</b>	
<b>Status: September 2021</b>	
Module-Nr./ Code	SURD
Module title	Sustainable Urban Development: Conflict & Acceptance
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module ASUS is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs “Master Management” and “Master Social TransFormation: Politics, Philosophy, Economics.
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Marisol Bock Monica Muresanu Florin Muresanu Peter Spuhler
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours of which 42 are contact hours / 108 self-study hours

Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 10 (7) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>- differentiate urban development according to dimensions like size, geography, populations and wealth.</li> <li>- identify various urban actors.</li> <li>- scrutinize institutions and institutional settings concerning sustainable urban development.</li> <li>- analyze interaction dynamics and agendas of relevant players.</li> <li>- recognize conflict patterns and observe strategies for acceptance.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- Cities and their (post-)modern narratives</li> <li>- Urban planning schools in changing times - The death of industry and utopianism in urban planning: Situationist disorder</li> <li>- From neoliberalism to gentrification: Limits to postmodernist cities</li> <li>- Beyond modernity: Next cityscapes and new communities</li> </ul>
Teaching and learning methods of the module	Interactive seminar, case studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

## Diversity & Organizational Culture

<b>Diversity and Organizational Culture</b> <b>Status: September 2021</b>	
Module-Nr./ Code	DORC
Module title	Diversity and Organizational Culture
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	<input type="checkbox"/>
Frequency of module	Once a year
Entry requirements	According to § 5 Enrolment Regulations. Other than that, there are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	Master Management
Person responsible for the module	Prof. Dr. Ella Roininen
Name(s) of the instructor(s)	Prof. Dr. Ella Roininen
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours of which 42 are contact hours / 108 self-study hours

Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 10 (7) Course and Examination Regulations for the Master “Management” (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>- Elaborate on an ontological approach towards diversity, discussing its medial (visibility, conceptual absence, etc.) and epistemological (i.e. post-disciplinary) issues</li> <li>- Develop systematically a communicative construction of reality including major issues (emerging conflicts, arenas, consensus narrative)</li> <li>- Point out and discuss diversity as a phenomenon, social construction and discursive action</li> <li>- Evaluate stereotypes and conflicts as an element of identity and as results of (organizational) learning processes</li> <li>- Apply the related and resulting concepts in organizational arenas and lead these into innovation processes</li> </ul>
Content of the module	<p>The two courses DORC and DILE build on one another, and are structured along the four quadrants in the Analytical framework for Inclusion (adapted from Rao et al. 2016). In DORC the focus is on dimensions related to organizational cultures: 1) consciousness and capabilities and 2) social norms and deep structures.</p> <p>In DILE, on understanding the tools and actions leaders have at their disposal, such as: aligning 3) the organization’s material and non-material resources and 4) HR rules and policies, to create an inclusive organization.</p> <p>Specific topics for DORC:</p> <ul style="list-style-type: none"> <li>- Construction of diversity through an emergent, social action in organizations (interpretative)</li> <li>- Construction of diversity through an ideological, political interaction (inclusion/exclusion processes)</li> <li>- Construction of diversity through discursive action (effects of power and dominance)</li> <li>- Context of diversity, “doing being diverse” as a methodological principle</li> <li>- Intersectional approach to diversity</li> <li>- Theory of gendered organizations</li> </ul> <p>Organizational learning, sense-making processes in</p>

	organizations
Teaching and learning methods of the module	Case Studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Self-study integrating online components via virtual learning tools

## Brand Strategies

<b>Brand Storytelling &amp; Addressing Audiences</b>	
<b>Status: September 2021</b>	
Module-Nr./ Code	BRAS
Module title	Brand Storytelling & Addressing Audiences
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module ABRA is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs “Master Management” and “Master Social TransFormation: Politics, Philosophy, Economics
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Sangeeta Singh
Teaching language	English

Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours of which 42 are contact hours / 108 self-study hours
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type is a Case Study according to § 10 (11) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> <li>- to understand that brands need a place (a) in the social arenas (economy, law, politics, culture), (b) in the awareness of consumers and citizens, (c) in the competition with other brands, branded products, people, services or ideas.</li> <li>- to develop brand strategy on the basis of a deep understanding of the consumers' and citizens' needs and organizational identity.</li> <li>- to systematically create brand strategies and to link them to communication</li> <li>- to apply brand strategies on different social arenas.</li> <li>- to diagnose the narrative structure (stories) of brands and integrate them in the brand navigation.</li> <li>- to develop stories in text or image form and to locate them in space</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- Methods of market/arena analysis</li> <li>- Basis elements of fundraising</li> <li>- Stakeholder (customers, voters, citizens, donors) need analysis, market segmentation and value proposition</li> <li>- Concepts of brand image, brand identity, reputation and legitimacy</li> <li>- Brand concepts, creative briefs and brand design elements</li> <li>- Brand storytelling and brand narratives</li> <li>- Evaluation of brand performance</li> </ul>
Teaching and learning methods of the module	Interactive seminar
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>Use of learning platform Moodle</p> <p>Guest speakers from company and non-profit-organizations</p>

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## Creative Constructions- Performance and Performativity

<b>Creative Constructions: Performance and Performativity</b>	
<b>Status: September 2021</b>	
Module-Nr./ Code	PERF
Module title	Creative Constructions: Performance and Performativity
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Compulsory Core Elective
If relevant, course units within the module	–
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module CSIC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the Master programs “Master Management” and “Master Social TransFormation: Politics, Philosophy, Economics.
Person responsible for the module	Prof. Dr. Stephan Sonnenburg
Name(s) of the instructor(s)	Prof. Dr. Martin Zierold
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	150 hours of which 42 are contact hours / 108 self-study hours
Hours per week	3

Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 10 (4) Course and Examination Regulations for the Master "Management" (CER); see appendix.
Weighting of the grade within the total grade	5 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> <li>- to develop an understanding of the concepts of "performance" and "performativity" and their historical development</li> <li>- to relate the idea of "performativity" to social micro-, meso- and macro-phenomena of transformation</li> <li>- to relate the terms "performance" and "performativity" to political, economic and organizational contexts for analytical as well as applied purposes.</li> <li>- to apply the performative turn and the practice turn to various forms of structuration (case studies)</li> <li>- to analyze the contribution of intermediaries on the meso-level for the transmission and dissemination of individual change to the macro-level and of societal change to the micro-level</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- Definitions and concepts of performance and performativity</li> <li>- The "Performative turn" and its genealogy: <ul style="list-style-type: none"> <li>o Performativity in linguistic theory</li> <li>o Performance as a theatrical concept</li> <li>o Performance and role theory in sociology</li> </ul> </li> <li>- Performance, performativity and transformation - Cultural Pragmatics and Social Performances</li> <li>- Structuration theory</li> <li>- Role of Intermediaries</li> <li>- Critical Performativity in Management Studies</li> </ul>
Teaching and learning methods of the module	<p>Interactive seminar integrating exercises</p> <p>Exercises in groups</p> <p>Case studies</p> <p>Image and film analysis</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Self-study using online components



## Global Trade, Challenges & Alternatives

<b>Global Trade, Challenges &amp; Alternatives</b> <b>Status: September 2021</b>	
Module-Nr./ Code	GTCA
Module title	Global Trade, Challenges & Alternatives
If relevant, course units within the module	-
Study Semester (or Trimester)	2 <sup>nd</sup> semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Course type (mandatory, elective, etc.)	Compulsory Core Elective
Applicability of the module	The module is applicable to the Master programs "Master Management" and "Master Social TransFormation: Politics, Philosophy, Economics.
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module GLFB is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Prof. Dr. Anthony Teitler
Teaching language	English
Assessment type / requirement for the award of credits	The Assessment type is a Seminar Paper according to § 10 (3) Course and Examination Regulations for the Master "Management" (CER); see appendix.

Weighting of the grade within the total grade	5,0 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>- Understand the possibilities and challenges of globalization for corporate strategies, competitive advantages, market development and resource acquisition</li> <li>- Identify and critically evaluate the consequences of the current global trade regime on businesses, employees, communities and natural resources applying Critical Theory</li> <li>- Analyse the impact of the trade policies of China, EU and USA on the Global South</li> <li>- Debate various critiques on Free Trade and Globalization including New Protectionism, tribalization, and the Global Justice Movement</li> <li>- Reflect on the post-colonial/decolonial critique of the current Global Trade regime</li> <li>- Investigate the interconnections between global trade and various phenomena, e.g. poverty &amp; economic exclusion, migration/refugees, gender inequality, climate catastrophe, informal labour &amp; exploitation and global health crises</li> <li>- Apply Critical International Relations Theory (CIRT) on global trade regimes</li> </ul>
Contents of the module	<ul style="list-style-type: none"> <li>- Outsourcing and its Consequences</li> <li>- MNCs &amp; Global Trade</li> <li>- SME, family businesses &amp; Global Trade</li> <li>- Free Trade vs. Fair Trade</li> <li>- New Protectionism <ul style="list-style-type: none"> <li>o USA</li> <li>o Brexit</li> </ul> </li> <li>- Trade Policies of China, EU &amp; USA <ul style="list-style-type: none"> <li>o Their impact on the global South</li> </ul> </li> <li>- Centre and Periphery between and within countries</li> <li>- Global Systems of production and consumption</li> <li>- Corporate Expansion</li> <li>- Poverty &amp; economic exclusion</li> <li>- Migration/refugees</li> <li>- Gender Inequality</li> <li>- Climate Catastrophe</li> <li>- Informal labour &amp; Exploitation</li> <li>- Global Health Crisis</li> <li>- Anti-globalist movements</li> <li>- Labour activism</li> </ul>