Course Catalogue 2023 / 2024

General Remarks

Language Courses offered

Module descriptions:

Courses Offered in the Fall Semester 2023 / 2024

Courses Offered in the Spring Semester 2024

General remarks

General:

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

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

In Fall term 2022 we started with our restructured bachelor programmes in the business faculty (see programme offer) . The materialization of the programmes depends on the number of enrolled students. Especially for the programmes *Digital Transformation and Ethics*, *Strategic Diversity and Inclusion Management*, and *Social Psychology* we cannot guarantee that courses will be available.

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.**

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* or *Social TransFormation and Politics, Philosophy & Economics*, , 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 (for Master Management) or cultural sciences (for Social Transformation & PPE) 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.

Class modality:

Note that since the end of the Covid-19 restrictions, we have been returning to classes in presencial mode. It is important to note that therefore, we cannot generally offer hybrid or online classes. This is particularly important for the planning of exams. Students must be physically present for their classes and exams. This is also valid for re-take exams taking place at a later point in the semester.

Schedule:

The timetables for our subjects vary every semester. Therefore, the final schedule for each semester is only available a few weeks before the semester. Our exchange students get access to their schedule shortly before their semester starts. You can then check possible overlappings, especially if you have picked subjects from different study programs. Our academic affairs office will offer special appointments for exchange students in order to adapt their schedule and make possible course changes

Learning agreement:

Due to the reasons explained in the paragraph above, the subjects you chose for your learning agreement are due to change. We do not have the possibility to check individual learning agreements on possible overlappings way ahead of time. Therefore, be aware that choices made several months or weeks before the start of the semester are provisional .

It is important to emphasize that the Course Offerings for AY23-24 may be subject to change or availability.

Programmes offered:

New bachelor programmes, first and second-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, third-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)
- 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

Qualifications objectives of the module:	Students who have successfully participated in this module will be able to: **either** –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), **or** –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).
Content of the module:	– Communication skills in everyday situations – Pronunciation and intonation – General vocabulary – Basic grammar – Business vocabulary – Simple application of the language in professional situations – Production of simple texts – Initial contact with the civilisation and culture of the German-speaking world
Target level A1-A2, specifically:	– The basics of the phonetic and written form of the foreign language – Basic grammatical structures – Basic lexis – Learning aids
Target level B1-B2, specifically:	– Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Learning aids

German as a Foreign Language 2

Qualification objectives of the module:	Students who have successfully participated in this module will be able to: – 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 A2, with little knowledge of the language), **or** – use their spoken language to take part in a suitable range of 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). **or** – follow complex business communication situations and take part in them using the spoken language, – write longer texts with analytical contents in German.
Content of the module:	- 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. - Information on culture and civilisation is also included regularly in the course.
Target level A2, specifically:	- The basics of the phonetic and written form of the foreign language - Basic grammatical structures - Basic lexis - Learning aids
Target level B1-B2, specifically:	- Consolidation of knowledge of the language in oral and grammatical exercises - Extension of the general vocabulary and the basics of business vocabulary - Specialised texts - Learning aids

German as a Foreign Language 2

English as a Foreign Language (Business English) 1

Qualification Objectives of the module:	Students who have successfully participated in this module will be able to:
	– communicate in a broad variety of business situations in the English language,
	– know advanced terminology used in business as well as parts of the language for specific purposes and apply the terminology in practical business situations,
	– write complex texts,
	– use important rhetorical skills in English business communication environments,
	– participate actively in practical situations, initiating both subject-oriented discussions as well as interpersonal talk.
	English level C1.1 (according to the Common European Framework of Reference for Languages)
Content:	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.
Learning Methods:	Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
	Special features are specified at the beginning of the semester.

English as a Foreign Language 2

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – communicate with ease in a broad variety of business situations in the English language, – know the advanced terminology used in business as well as the language for specific purposes and apply it confidently in practical business situations, – write complex and coherent texts, – express themselves spontaneously and fluently in different situations, – differentiate shades of meaning in complex contexts. English Level C1.2. (according to the Common European Framework of Reference for Languages)
Content of the module	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.
Teaching and learning methods of the module	Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.

Academic Writing English

Duration:	1 semester
Required level:	C1
Content:	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.

Courses offered in the Fall Semester 2023/2024

First-year courses, Bachelor of Arts, Undergraduate

No.	Prog.	Title	ECTS-Credits
IMAN	CORE	Introduction to Management	6
REPR	CORE	Responsible Practices: Culture, Society, Ethics	5
CUPS	BSD	Culture, Power and Society	6
IPSY	BSP	Introduction to Psychology	6
CUAU	BAM	Culture and Audiences[1]	6
CHCM	BAM	Challenges in Managing Culture[2]	5
MSIC	BIM	Marketing Strategy, Implementation and Controlling	6
DSPB	BSM	Designing Sustainable and Profitable Business Models	6
MHTP	BCS	The World of Media: History, Technology & Practices	6
WOAL	BDT	The World of Algorithms: History, Technology & Practices[3]	6
SCIE	CORE	Introduction to Scientific Research Methods (2 semester course)	8
OENV	CORE	Organizational Environment	5
GECO	CORE	Global Economy	4
INIR	IR	Introduction to International Relations	5
INOR	IR	International Organizations	5
PHIL	PPE	Introduction in Political Philosophy	5
IPOS	PPE	Introduction in Political Science	5
IIPL	GGL	Introduction to International Public Law	5
CITI	CCE	Citizenship	5

Second-year courses, Bachelor of Arts, Undergraduate

No.	Prog.	Title	ECTS-Credits
RESO	CORE	Resources: Financial Resources, Human Resources, Organization	6
IPRO	CORE	Introductory Company Project	6

---

[1] will probably not be offered, depending on materialization of study program Arts & Management
[2] will probably not be offered, depending on materialization of study program Arts & Management
[3] will probably not be offered, depending on materialization of study program Digital Transformation

ARST	IR, PPE	Area Studies	6
ICOC	BIM	International Consumer Cultures	6
MAMS	BCS	Mass Media Society: Agendas, Frames & Narratives	6
MAWO	BSP	Managing People at Work: Applying Social Psychology	6
SUFI	BIB/BSM	Sustainable Finance: Decolonizing Money Flows	6
GFEM	BSD	Gender, Feminism, and Ethics of Care[4]	6
ANTH	IR,PPE	Anthropology	6
CORE	IR,PPE	Conflict Resolution	6

Third-year courses, Bachelor of Arts, Undergraduate

No.	Prog.	Title	ECTS-Credits
JHCR	IR,PPE	Justice, Human and Constitutional Rights	6
ECIN	IR, PPE	Economic Institutionalism	6
CHIN(SIEM)	IBMA	Change and Innovation (Social Impact and Empowerment)	6
ETGL	IR,PPE	Ethics and Globalization	6
ETPR	IR,PPE	Ethics in Practice	6
MELE	CORE	Marketing Elective	6
CISM	BIB	Current Issues in Sustainability Management (new!)	6

Fourth-year courses, Master of Arts

General modules - Master Management[5]

No.	Prog.	Title	ECTS-Credits
CUTU	MM	Key Concepts for the Study of Management as Culture: Cultural Turns	5
BUSA	MM	Business Analysis	5
LERE	MM	Controlling: Leading for Results	5

General modules – Master of Social TransFormation & PPE[6]

---

[4] will probably not be offered.
[5] reservation on availability depending on materialization of study program Master Management
[6] reservation on availability depending on materialization of study program Master of Social TransFormation

INEC	MST	[Introduction Behavioural Economics](#)	5
IPHI	MST	[Introduction to Philosophy of Action](#)	5
INPA	MST	[Introduction Political Action, Agency and Affect](#)	5

Specialization modules Master[7]

No.	Prog.	Title	ECTS-Credits
ABRA	MM	[Approaching Brands](#)	5
ASUS	MM	[Approaching Sustainability](#)	5
CRCO	MM	[Creativity in Context](#)	5
CSIC	MM	[Culture and Society in Change - History and Trends](#)	5
IDTY	MM	[Identity](#)	5
GLFB	MM	[Globalization From Below](#)	5

---

7 availability depending on demand; ABRA and CRCO might not be offered.

Courses offered in the Spring Semester 2024

First-year courses (Bachelor of Arts, Undergraduate)

No.	Prog.	Title	ECTS-Credits
STTP	IB,MA	Strategy as Theory and Practice	5
CPRO	IB,MA	Community Project	6
TGVC	IB,MA	Transforming Global Value Chains	6
DMAR	IB,MA	Digital Markets: Technology, Economics, and Communication	6
PSYS	IB,MA	Psychoanalysis, Media Communication, and Subjectivation	6
GLOC	IB,MA	Global Teams and Organizational Cultures	6
DIID	BSP,BSD	Discourses and Identities	6
SUDE	IR,PPE	Sustainable Development	4
POLP	IR,PPE	Political Philosophy	6
STRA	IR,PPE	Introduction in Strategic Practice	6
FPAN	IR,PPE	Foreign Policy Analysis	6
GLOG	IR,PPE	Global Governance	6

Second-year courses (Bachelor of Arts, Undergraduate)

No.	Prog.	Title	ECTS-Credits
GPUKUS	IR/PPE	Government and Politics of the UK and USA	6
CARE	CORE	Accounting, Controlling and Reporting	6
EPRO	CORE	Enhanced Company and Consulting Project	6
CHLE	CORE	Change and Learning	6
CATT	BDT,BST	Counselling and Transforming Teams	6
DIMP	BSD	Diversity and Inclusion Management Practices	6
IMAD	BIM, BIB	International Marketing: Decolonizing Customer Relations	6
STIC	BAM, BCS	Storytelling and Integrated Communication	6
TCRE	BSP	Transformative Consumer Research	6
MELE	BMMA	Marketing Elective[8]	6

---

[8] Subject to reservation

Fourth-year courses (Master of Arts)

General Modules - Master of Social Transformation & Politics, Philosophy and Economics [9]

REPO	MST	Relational Practices and Political Philosophy of Resonance, Resistance & Responsibility	5
POSO	MST	Political Practices, Social Movements and Civic Engagement	5
POCO	MST	Leading Others: Power, Conflict, and Negotiation	5
ALSO	MST	Alternative Organisational & Socio-Economic Practices	5

General modules - Master Management [10]

No.	Prog.	Title	ECTS-Credits
CMAC	MM	Culture, Markets & Consumption	5
NORU	MM	Governance: Norms, Rules & Rituals	5
STRT	MM	Strategic Practice	5
POCO	MM	Power & Conflict	5

Specialization modules (*availability depending on start of new master cohort*)

No.	Prog.	Title	ECTS-Credits
ICCC	MM, MST	Creative Industries	5
SURD	MM, MST	Sustainable Urban Development	5
DORC	MM, MST	Diversity & Organzational Culture	5
BRAS	MM, MST	Brand Strategies	5
PERF	MM, MST	Creative Constructions – Performance and Performativity	5
GTCA	MM, MST	Global Trade, Challenges & Alternatives	5

[9] reservation on availability depending on materialization of study program Master Management
[10] reservation on availability depending on materialization of study program Master of Social TransFormation

Module descriptions Fall Semester 2023/24

Introduction to Management

Introduction to Management	
Status: December 2021	
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	Students who have successfully completed this module are able to:
	• define and distinguish the main challenges of entrepreneurial activity and to relate them to enablers and constraints
	• describe the challenge of developing a product or service being valuable for customers (marketing management) and examine the potential of exploiting or manipulating others
	• describe the challenge of unfolding a value chain for creating and delivering value (operations management, supply chain management) and examine environmental implications
	• describe the challenge of coordinating financial flows along the value chain and thus recall principles of accounting, financing and investment appraisal (accounting, finance)
	• 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)
	• describe the challenge of contextualizing organizations within legal requirements including institutional forms and taxation (legal, taxation)
	• 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

	• identify management techniques as cultural techniques and recall their political, societal, philosophical and/or anthropological implications • present the roles of managers in the context of different organizations from different perspectives.

Content of the module	• General Management
	
	    o Managerial, organizational, entrepreneurial activities
	    o Management goals (profit, non-profit, purpose-oriented)
	    o Key activities (decision-making, planning)
	• Marketing
	
	    o Key concepts of marketing (value-based marketing, customer relationships, segmentation, positioning, branding, marketing instruments, market research)
	    o Critical Marketing Studies
	• Operations Management & Supply Chain Management
	
	    o History (Industrial Revolution & Taylorism)
	    o Key concepts (production systems, effectiveness/effectivity, production planning, supply chain/supply chain management)
	• HR & Organization
	
	    o Key concepts of organization (vertical structures, departementalization, horizontal coordination)
	    o Key concepts of human resource management (recruiting, managing talent, compensation & benefits)
	    o Key concepts of leadership (leadership styles, followership)
	    o Organizational communication, corporate culture
	    o Critical Management Studies
	• Finance & Accounting

	○ Key concepts of financial accounting (double-entry bookkeeping, financial statements) ○ Key concepts of managerial accounting (cost accounting, cost-benefit analysis, profitability reporting, budgeting, cash flow forecasting) ○ Financial markets ○ Risk management • Legal & Taxation ○ Basic concepts of commercial law, labor laws, competition law ○ Basic concepts of taxation • General Management ○ Quality management & PDCA cycle ○ Corporate Citizenship & Corporate Social Responsibility ○ The role of managers in society and culture
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	

Responsible Practices: Culture, Society, Ethics

Responsible Practices: Culture, Society, Ethics **Status: December 2021**	
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	Students who have successfully completed this module are able to: - understand the connection between knowledge and interest - interpret the theoretical and practical contingency of management and knowledge about leadership and leadership practices and their historical and cultural conditionality - 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. - make the "Cultural Turns" conceptually and methodologically fruitful for analysis and understanding of management and leadership practice - 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 - 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 - 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

	globe" within the framework of a moderated topic-centered interaction. • 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 • reflect, understand and interpret the integrative context of the programme with regard to its importance for their own professional development and lifelong learning
Content of the module	• Knowledge and Human Interest • Power and Knowledge • Ethical Approaches: Overview • Ethics and Digitization • Ethics and Economy • Cultural Turns • Postcolonial View • Feminist Perspectives • Historical Development and Contingency • Critical Management • Doing Ethics
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.)	

Culture, Power and Society

<table>
<tr><td colspan="2"><h2 align="center">Culture, Power, and Society</h2><p align="center">Status: June 2022</p></td></tr>
<tr><td>Modul-Nr. / Code</td><td>CUPS</td></tr>
<tr><td>Module title</td><td>Culture, Power, and Society</td></tr>
<tr><td>Semester or trimester</td><td>1st Semester</td></tr>
<tr><td>Duration of module</td><td>Single Semester</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Mandatory</td></tr>
<tr><td>If relevant, course units within the module</td><td>-</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module to other programs</td><td>This module is part of the diversity and inclusion cycle and has particular references to the other modules in the diversity cycle (GLOC, DIID, GFEM, DIMP, SCDI, CICA).</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Ella Roininen</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Prof. Dr. Ella Roininen</td></tr>
<tr><td>Teaching language</td><td>English</td></tr>
<tr><td>Number of ECTS credits</td><td>6</td></tr>
<tr><td>Total workload and its composition (e.g. self-study + contact time)</td><td>Total workload = 180 Hours

(Contact hours = 42 hours, Self-study = 138 hours)</td></tr>
<tr><td>Hours per week (SWS)</td><td>3</td></tr>
<tr><td>Assessment type / requirement for the award of credits</td><td>The Assessment type is an Essay according to § 14 (6) Course and Examination Regulation (CER); see appendix.</td></tr>
<tr><td>Grading & weighting of the grade within the total grade</td><td>3 %</td></tr>
</table>

	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: • identify the cultural fundament of political, social and economic practice. • recognise the multiple use and definitions of the term culture according to their respective viewpoint and discipline. • apply postmodern theory to describe culture as a social construct. • recognise factors of privilege and marginalisation in society and its institutions. • identify and place in historical and societal context the key tenets of the main feminist schools of thought. • identify and apply the key tenets of postcolonial study; reflect on the effects of imperialism and colonialism on cultures and identities. • use discourse theory to examine power relations globally and situationally.
Content of the module	• Variants of the concept of culture and central concepts related to culture • Cultural theory: models and disciplines • Critical reflection on own cultural history • Introduction to theory socio-cultural discourses • Introduction to feminist thinking, aims, disciplines and methods • Introduction to liberal, radical, postcolonial, Marxist/socialist, postmodern/poststructural, intersectional and queer feminism • Introduction to postcolonial study of culture

	• Learning to apply and critically reflect the above theoretical concepts
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading (provided via Moodle):</u> **Alvesson, M., Bridgman, T. and Willmot, H. (2009).** *The Oxford Handbook of Critical Management Studies.* London: Sage. **Bachmann-Medick, D. (2016).** *Cultural turns. New orientations in the study of culture.* Berlin: De Gruyter. **Bourdieu, P. (1986).** 'The forms of capital'. In J. Richardson (ed.). *Handbook of Theory and Research for the Sociology of Education.* Westport, CT: Greenwood, pp. 241–258. **Breidenbach, J. and Nyíri, P. (2009).** *Seeing Culture Everywhere: From Genocide to Consumer Habits.* Seattle and London: University of Chicago Press. **Burr, V. (2015)** *Social Constructionism.* London: Routledge. **Calás, M.B. and Smircich, L. (2000).** 'From the 'woman's' point of view: Feminist approaches to organisation studies'. In S.R. Clegg and C. Hardy (eds.) *Studying Organization. Theory and Method.* London: Sage. pp. 212-251 **García Canclini, N. (2005).** *Hybrid Cultures in Globalized Times.* Minneapolis, MN: The University of Minnesota Press. Hall, S. (2013). 'The Spectacle of the Other'. In S. Hall, J. Evans and S. Nixon (eds). *Representation: Cultural Representations and Signifying Practices. Second Edition.* London: Sage. Mohanty, C.T. (1988). 'Under Western eyes: Feminist scholarship and colonial discourses". *Feminist Review, 30(1):61-88.*

	Weedon, C. (1987). "Principles of poststructuralism". In Chris Weedon, *Feminist Practice and Poststructuralist Theory.* Oxford and Cambridge, MA: Blackwell Publishers.
	Recommended reading:

Introduction to Psychology

<h2 style="text-align:center">Introduction to Psychology</h2>

Status: June 2022

Modul-Nr. / Code	IPSY
Module title	Introduction to Psychology
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 psychology cycle and has particular references to the other modules in the psychology cycle (DIID, PSYS, MAWO, CATT, PELE, CIPS).
Person responsible for the module	Prof. Dr. Ella Roininen
Name(s) of the instructor(s)	Gaye Özcelik
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
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	3 % 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: • Recognize the importance of psychological theory to the field of management studies • Recall a brief history of work and organizational psychology • Review psychological concepts in relation to capitalism and modern economic structures • Discuss the approach to work and organizational psychology from a critical and ethical perspective, focusing on different lived realities and intersectionality • Differentiate different approaches to psychology (humanities/philosophy, social sciences, natural sciences) • Define and describe theoretical approaches in psychology • Explain key themes of psychology related to organization, management and counselling • Discuss key trends in the field of work and organisational psychology • Identify psychology-related job profiles in the fields of organisations, management, counselling

Content of the module	• Introduction to psychological thinking and central psychological paradigms and approaches, including depth psychology, humanistic approaches, behavioural approaches, and systemic approaches • Introduction to core psychological sub-disciplines, such as cognitive psychology, developmental psychology, and personality psychology • Relevance of psychology to organizations and management • Introduction to current trends at the intersection of psychology, organizations, management, and society • Brief history of work and organizational psychology with a focus on its core questions and interests, and presentation of central insights of early studies of psychology in relation to organizations and management (e.g. Hawthorne effect) • Overview of key approaches and perspectives employed in the study program (psychosocial and psychoanalytical perspectives; critical, social-scientific approach to OB phenomena)
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Benjafield, J. (2019).** Major Paradigms and Approaches in Psychology. In R. Sternberg & W. Pickren (Eds.), *The Cambridge Handbook of the Intellectual History of Psychology* (pp. 4-28). Cambridge: Cambridge University Press. **Carpintero, H. (2017).** History of organizational psychology. In *Oxford Research Encyclopedia of Psychology*. [selected chapters]

	Chmiel, N. E. (2008). *An introduction to work and organizational psychology: a European perspective*. Blackwell Publishing. [selected chapters]

Greenberg, J. (2011). Behaviour in Organisations. [selected chapters]

Jarvis, M. (2005). *Theoretical approaches in psychology*. Routledge. [selected chapters]

Karlsson, J. C. (2015). Work, Passion, Exploitation. *Nordic journal of working life studies*, *5*(2), 3-16.

McDonald, M., & Bubna-Litic, D. (2017). Critical organisational psychology. In B. Gough (Ed.), The Palgrave handbook of critical social psychology (pp. 597–619). Palgrave Macmillan/Springer Nature. [selected chapters]

Vidal, M. (2019). Work and Exploitation in Capitalism. *The Oxford Handbook of Karl Marx*, 241. [selected chapters]

Recommended reading:

Desmond M. (2019). I*n order to understand the brutality of American capitalism, you have to start on the plantation.* Available at: New York Times Magazine: https://www.nytimes.com/interactive/2019/08/14/magazine/slavery-capitalism.html

Hogg, M. A. & Vaughan, G. M. (2013). Social Psychology (7th edition), Pearson

Islam, G., & Sanderson, Z. (2021). Critical positions: Situating critical perspectives in work and organizational psychology. *Organizational Psychology Review*, 20413866211038044.

Prins, S. J., McKetta, S., Platt, J., Muntaner, C., Keyes, K. M., & Bates, L. M. (2020). The Serpent of Their Agonies: Exploitation as Structural Determinant of Mental Illness. *Epidemiology*, *32*(2), 303-309.

Reggio, R. (2013). *Introduction to Industrial and Organizational Psychology: International Edition, 6th Edition*

Rosenthal, C. (2018). *Accounting for slavery*. Harvard University Press. |

	Schirmacher, W. & Nebelung, S. (2004.). Alfred Adler, Anna Freud, C.G. Jung, and Others. German Essays on Psychology. The German Library.

Culture and Audiences

<u>Culture and Audiences</u>	
Status: May 2022	
Modul-Nr. / Code	CUAU
Module title	Culture and Audiences
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 arts cycle and has particular references to the other modules in the arts cycle (CHMC, RADI, LONP, CUEN, STIC, APRO, CIAM, AREL).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Marcel Krenz
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3

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	3 % 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: • Explain main positions of cultural studies, in particular theories of media & culture • Discuss concepts of cultural audiences • Describe forms of culture in their dual role as artistic works and market-mediated offerings or brands • Position cultural offerings in markets and modify positioning according to changing market requirements • Classify different theories and approaches of arts and media reception • Challenge traditional concepts of arts mediation and cultural education in cultural institutions
Content of the module	• History of cultural audiences • Cultural Basics: Core Concepts of Culture • Cultural History: Changing Cultural Paradigms • Industrial Revolutions: From Colonization & Industrialization to Cultural & Creative Industries • Cultural Ideologies: Socialism versus Capitalism • Cultural Turns: Modernism and Postmodernism • Cultural Theories: Critical Theory and Cultural Capital • Cultural Values: Experience Culture and Knowledge Society

	• Basics of audience segmentation and marketing positioning
	• Fundamentals of marketing-communications, defining and segmenting target groups
	• Basics of audience development
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	Practice-based Creative Workshops in arts mediation and cultural communications Audience-research projects in cooperation with cultural institutions
Literature (Required reading/supplementary recommended reading)	<u>Required reading (provided via Moodle):</u> **Bauman, Z. (2013).** *Liquid modernity*: John Wiley & Sons. [excerpts] **Bourdieu, P. (1984).** *Distinction: A social critique of the judgement of taste*: Harvard university press. [excerpts] **Hall, S. (2020).** Representation: Cultural representations and signifying practices. London: Sage in association with the Open University [excerpts]

Challenges in Managing Culture

<u>Challenges in Managing Culture</u>	
Status: June 2022	
Modul-Nr. / Code	CHMC
Module title	Challenges in Managing Culture
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 arts cycle and has particular references to the other modules in the arts cycle (CUAU, RADI, LONP, CUEN, STIC, APRO, CIAM, AREL).
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	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 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 completed this module are able to: • differentiate types, organizational forms, business models, main formats, patterns of interaction, expectations and interests of actors in. cultural industries (Visual & performing arts, music, film and television, literature, games) • analyse and differentiate between the specific strategic management requirements in different cultural institutions and social contexts and their ethical implications

	• develop strategies for cultural institutions and companies
	• define and discuss different content strategies for different media forms
	• know core areas and parameters of cultural management and describe competencies, tasks and professional roles therein
Content of the module	• Introducing Arts & Entertainment Management I: Public Funding, Non-Profit and For-Profit Organizations
	• Introducing Arts & Entertainment Management II: Visual & Performing Arts, Music, Movies, Media, Literature, Gaming & Other Entertainment
	• Current Issues in Arts & Entertainment Management: Globalization & Digitalization, Demographic Change, Migration & Immigration
	• Strategic management in the arts and cultural sector
	• Strategic planning // channel management
	• Strategies and concepts for application in the arts and cultural field
	• Cultural Offerings in competitive markets
	• Business models // Revenues
	• Forms of financing for arts and culture: public/state // sponsoring// private financing// fundraising// foundations // Crowd Funding
	• Strategic management in the media and film industry // Cinema
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature	Required reading (provided via Moodle):

(Required reading/supplementary recommended reading)	**Andersson, D. E., & Andersson, Å. E. (2006).** *The economics of experiences, the arts and entertainment*: Edward Elgar Publishing.
	Caves, R. E. (2000). Creative industries: Contracts between art and commerce. Cambridge: Harvard University Press.
	DeVereaux, C. (2018). *Arts and Cultural Management: Sense and Sensibilities in the State of the Field*: Routledge.

Marketing Strategy, Implementation and Controlling

Marketing Strategy, Implementation, and Controlling

Status: April 2022

Modul-Nr. / Code	MSIC
Module title	Marketing Strategy, Implementation, and Controlling
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 marketing cycle and has particular references to the other modules in this cycle (TGVC, DMAR, ICOC, IMAD, CIMA, MELE).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Markus Gahler Janina Kleine Marcel Krenz

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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	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.
Qualification objectives of the module	Students who have successfully completed this module are able to: • explain the process of strategic marketing in an international business environment • link strategic marketing decisions to applicable marketing instruments (pricing, distribution, communication) • understand the interrelationship between customer journeys and marketing funnels • identify tools and methods to plan, implement and control marketing relations actively • apply selected strategic methods and procedures in international cases
Content of the module	• Marketing skills • Marketing orientation • The process perspective: Customer journeys and marketing funnels • Information requirements as relevant to strategic analysis as well as analysis and selection of alternative marketing strategies to achieve an organisation's objectives (competitive advantages, competitive strategies)

	• Design of marketing operations of product and service companies from a strategic perspective (top-down and bottom-up)
	• Segmentation and selection of target markets; positioning and sustaining
	• 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)
	• Linking marketing strategy and (instrumental/operational) execution
	• Marketing-specific project management methods and tools, planning, steering, management, implementation and controls
	• Selected methods and tools for strategic and operational marketing controls
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Arnould, E. J., & Wallendorf, M.** (1994). Market-Oriented Ethnography: Interpretation Building and Marketing Strategy Formulation. *Journal Of Marketing Research (JMR), 31*(4), 484-504. **Bendle, N. T., Farris, P. W., Pfeifer, P. E., & Reibstein, D. J.** (2016). *Marketing metrics: The manager's guide to measuring marketing performance*. Pearson Education, Incorporated. (excerpts) **Kumar, V., Reinartz, W.** (2018). *Customer Relationship Management. Concept, Strategy, and Tools.* Springer: Berlin Heidelberg. (excerpts) **Porter, M.** (1980). *Competitive Strategy. Techniques for Analyzing Industries and Competitors*, Free Press: New York. (excerpts)

	Wilson, R. M. S., Gilligan, C. (2018). *Strategic marketing management: Planning, implementation and control.* 3. Ed., Amsterdam, Heidelberg: Elsevier. (excerpts)
	Recommended reading:

Designing Sustainable and Profitable Business Models

Designing Sustainable and Profitable Business Models	
Status: June 2022	
Modul-Nr. / Code	DSPB
Module title	Designing Sustainable and Profitable Business Models
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 sustainability cycle and has particular references to the other modules in this cycle (TGVC, SUDE, SUFI, TCRE, CISM, SUSE).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Anton Baranowski
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	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.
Qualification objectives of the module	Students who have successfully completed this module are able to: • identify basic concepts for describing and developing business models • paraphrase tools and methods of need finding, concept generation and business model validation • identify the concept of sustainability and express the challenges for profitable business models • distinguish different ways of measuring and reporting the ecological and social impact of business models • apply different models for managing and transforming non-sustainable conditions and results to more sustainable solutions, e.g. decarbonizing business models & making them socially just • present a critical introduction to the role of entrepreneurship for economies and a sustainable society • explain basic concepts of entrepreneurship related to sustainable development • present theories and applications of social innovation in business and civil society • illustrate lifecycle-oriented business models and strategies as a core part of a firm's sustainability commitment

Content of the module	• Business model innovation as driver for profit and as social innovation • Concepts of developing business models (e.g., business model canvas) • Sustainable business models and sustainability strategies for businesses along efficiency, consistency and sufficiency • Re-use, re-design and re-manufacturing as new business models for corporate sustainability • Introduction to entrepreneurship and its relevance for economic and societal evolution • Sustainable development-related entrepreneurship models: from ecopreneurship to social entrepreneurship • Entrepreneurial ethics and social responsibility • Managing and innovating in the third sector: entrepreneurship in civil society • Theoretical background of social innovation: practice theory and sustainable development transitions • Case studies in social entrepreneurship and social innovation
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Hahn, Rüdiger (2022)**. Sustainability Management: Global Perspectives on Concepts, Instruments, and Stakeholders. Rüdiger Hahn, 2022. (selected chapters) **Kyrö, Paula (2015).** Handbook of Entrepreneurship and Sustainable Development Research. Cheltenham, UK: Edward Elgar Publishing Ltd. (selected chapters)

	Legum, Benjamin M., Amber R. Stiles, and Jennifer L. Vondran (2019). Engineering Innovation: From idea to market through concepts and case studies. Walter de Gruyter. (selected chapters)
	Schaltegger, Stefan, Florian Lüdeke-Freund, and Erik G. Hansen (2016). Business Models for Sustainability: A Co-Evolutionary Analysis of Sustainable Entrepreneurship, Innovation, and Transformation. *Organization and Environment*, *29*(3), 264–289.
	Speth, James Gustave, and Kathleen Courrier (2020). *The New Systems Reader: Alternatives to a Failed Economy*. Routledge. (selected chapters)

Recommended reading:

Belz, Frank Martin, and Julia Katharina Binder (2017). "Sustainable entrepreneurship: a convergent process model." Business Strategy and the Environment 26.1: 1-17.

Defourny, Jacques, and Marthe Nyssens. (2017). "Fundamentals for an international typology of social enterprise models." VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations 28.6: 2469-2497.

Esteve, Pierre, Olivier Fruchaud, Jim Hibbert, and Kathy Kim (2015). The guide to the 7 key questions all entrepreneurs should ask themselves. *Ashoka Foundation*.

Osburg, Thomas., & Schmidpeter, Rene. (2013). Social Innovation: Solutions for a Sustainable Future. New York: Springer.

Phills, James A., Kriss Deiglmeier, and Dale T. Miller (2008). Rediscovering social innovation. *Stanford Social Innovation Review, Fall*, 34–43.

Porter, Michael E., and Mark R. Kramer. (2011). "Creating shared value." *Harvard Business Review*, *89*(1–2), 327–350

Santos, Filipe M. (2012). A Positive Theory of Social Entrepreneurship. *Journal of Business Ethics*, *111*(3), 335–351.

Schaltegger, Stefan, & Wagner, Marcus (2011). Sustainable entrepreneurship and sustainability innovation: categories and interactions. Business Strategy and the Environment, 20, 222–237.

Seelos, Christian; Mair, Johanna (2017): Innovation and Scaling for Impact: How Effective Social Enterprises Do It, California: Stanford University Press.

Seelos, B. Christian, and Johanna Mair (2013). Innovate and Scale: A Tough Balancing Act. *Stanford Social Innovation Review*, *Innovation*, 12–14.

Seelos, B. Christian, and Johanna Mair (2012). Innovation Is Not the Holy Grail. *Stanford Social Innovation Review*, *Fall*, 44–49.

Stephens, Melodena B.; Lindsay, Valerie (eds) (2016): Social Entrepreneurs, UK: Emerald Group Publishing. (Cases)

The World of Media: History, Technology & Practices

The World of Media: History, Technology & Practices

Status: June 2022

Modul-Nr. / Code	MHTP
Module title	The World of Media: History, Technology & Practices
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 communication cycle and has particular references to the other modules in the communication cycle (PSYS, DMAR, MAMS, STIC, CIIC, CELE).

Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Julia Beckmann Julian Hoß
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
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	3 % 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: • outline the relevant steps in the evolution of media (technologies) • express basic functions of communication in different social areas • classify different theories and models of communication • understand factors for individual media usage • illustrate the impact of media technologies for different facets of communication • perform basic media applications • to know the main fields of action and parameters in the media and communications sector and to describe typical job profiles therein
Content of the module	• History and theory of media as cultural techniques for storing, transferring and calculating data

	• Semiotic, anthropological, technological, critical, system theoretical approaches on communication
	• Individual media usage (Uses and gratification approach, flow, immersion and similar concepts)
	• Narrative turn
	• Job profiles in media and communication sector
	• Practical workshops in visual media communication and digital media
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	Practical workshops in visual media communication and digital media Guest lecturers of practitioners
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): Hollows, J. (2016). *Media Studies: A Complete Introduction: Teach Yourself*. Hachette UK. (excerpts) Recommended reading: Bignell, J. (2002). *Media semiotics: An introduction*. Manchester University Press. Dawson, P., & Mäkelä, M. (Eds.). (2022). *The Routledge Companion to Narrative Theory*. Taylor & Francis. [E-Book] Manovich, L. (2002). *The language of new media*. MIT press. Winthrop-Young, G. (2011). *Kittler and the Media*. Polity.

The World of Algorithms: History, Technology, and Practices

Status: June 2022

Modul-Nr. / Code	WOAL
Module title	The World of Algorithms: History, Technology, and Practices
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 digitalization cycle and has particular references to the other modules in the digitalization cycle (DMAR, DMAN, DIER, CATT, CIDT, MTSE).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Philipp Csernalabics
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	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.
Qualification objectives of the module	Students who have successfully completed this module are able to: • Outline the relevant steps in the evolution of digital technologies • Generalize processes of innovation, implementation, acceptance and diffusion of technologies • Illustrate the impact of technologies for different facets of mankind (time and space, knowledge, communities and power relations, minds and bodies) • Classify different forms of algorithms and artificial intelligence • Differentiate users' and programmers' perspectives on digital applications • Perform basic digital applications
Content of the module	• History and theory of media as cultural techniques for storing, transferring and calculating data • History of commodification of data and emergence of big data applications • Emergence of virtual spaces and global digital networks • Hybridization of bodies and technology • History of algorithmic infrastructures and its political, economic and cultural applications • Artificial intelligence (different forms, applications, division of labor, exponential development) and its functions (e.g., Intelligent Agents, Problem Solving, Knowledge/Reasoning/Planning,

	Learning, Communicating/Perceiving/Acting)
	• Blockchain technology and its applications (e.g., NFTs and crypto currencies)
	• Practical workshops
Teaching and learning methods of the module	Interactive lecture. Coding workshop.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading (provided via Moodle):</u> **Campbell-Kelly, M., Aspray, W., Ensmenger, N., & Yost, J. R. (2018).** *Computer: A history of the information machine*. Routledge. [excerpts] **Haraway, D. (1985).** A Manifesto for Cyborgs: Science. **Kurzweil, R. (2005):** *The singularity is near. When humans transcend biology.* New York: Viking. [excerpts] **Liu, Y., He, D., Obaidat, M. S., Kumar, N., Khan, M. K., & Choo, K. K. R. (2020).** Blockchain-based identity management systems: A review. *Journal of network and computer applications*, *166*, 102731. **Raisch, S., & Krakowski, S. (2021).** Artificial intelligence and management: The automation–augmentation paradox. *Academy of Management Review*, *46*(1), 192-210. **Winthrop-Young, G. (2011).** *Kittler and the Media*. Polity. [excerpts]

Introduction to Scientific Research Methods
*can only be taken if you are staying for the whole Academic Year

Introduction to Scientific Research Methods Status: December 2021	
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: - understand different approaches of science and epistemology - explain the connection between science theory and standards of scientific work in social sciences - apply working techniques of scientific work - carry out procedures of qualitative and quantitative data collection and analysis - communicate scientifically appropriate and effective - present results effectively - facilitate critical thinking, project management and conflict-solving in small teams
Content of the module	- The nature of science - Epistemological perspectives - History of science

	o Intertextual discourse
	o Referencing
	• Qualitative data collection
	
	    o Observation
	    o Interviews
	    o Discourse analysis
	    o Audiovisual Analysis
	• Qualitative data analysis
	
	    o Coding procedures
	    o Theory-building
	• Quantitative data collection
	
	    o Theoretical models and hypotheses
	    o Operationalisation and measurement
	    o Sampling and data collection
	• Quantitative data analysis
	
	    o Descriptive analysis
	    o Inferential analysis (ANOVA, regression)
	• Presenting scientific work (posters, presentations, papers)

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

Organizational Environment **Status: December 2021**	
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: • 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, • to present, classify and interpret current economic problems and the essential theoretical approaches and models of economics, • 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, • 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

	• to perform a PESTEL analysis to explain opportunities and threats for businesses.
Content of the module	• Political, economic, social, technological, ecological and legal framework conditions for entrepreneurial activity
	• Institutions, instruments and objectives of economic policy
	• The importance of political institutions and relationships for entrepreneurship
	• Economic systems
	• Basic concepts of economics
	• Life cycle analysis and national accounts
	• Development of economic indicators
	• Main areas of macroeconomics and microeconomics
	• Social and demographic context of entrepreneurial activity
	• Public law: guarantee of freedom and reliable framework conditions

	• Forms of private law design in an entrepreneurial context, e.g..:
	     o Principles of purchase contract law
	     o Principles of contract for work and services law
	     o Principles of company law
	     o Principles of commercial law
	     o Principles of labour law

	• Comparison of different legal cultures and (legal) forms of cross-border action
	• PESTEL-Analysis

Teaching and learning methods of the module	Combination of interactive lecture, practice, self-study:
	Interactive Lecture (Instruction)
	Exercise with case studies on location decisions and country analyses (guided construction by students)
	Self-study for independent preparation and follow-up (design and reflection)
Specials (e.g. online part, practice visits, guest lectures, etc.)	Case studies, business games, simulation, excursions to political institutions or companies with current location decisions

Global Economy

Global Economy **Status: August 2021**	
Module-Nr./ Code	GECO
Module title	Global Economy
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	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: – outline the history of globalization from a critical perspective – differentiate orthodox and heterodox economic approaches and outline their epistemological and ideational foundations – apply orthodox and heterodox theories and models that facilitate the analysis of international economic activity and policy – identify their respective challenges, obstacles and limitations – denominate and present the processes of globalization from an interdisciplinary perspective, and the implications for business, politics and civil society

Content of the module	The course content includes:
	- Globalisation: What is it all about? Noneconomic versus Economic Perspective. Indicators of Globalisation. - Models of International Trade. Absolute and Comparative Advantage. Gains from Trade. - Trade Regulation: Tariffs, Permits, Externalities. Non-Economic Regulations. - The origins of money and debt - International finance - Strategies of economic development - Balance of Payments. Regional and Global Trade Imbalances. Issues and Implications of International (Non-) Competitiveness. - Environmental Issues such as Climate Change. Social Welfare - Race to the Bottom? Poverty and Equity. International Migration. - Winners and Losers of Globalisation? Local-National- International-Global? Post- Growth? Limits to Growth? Has Economics gone too far? - Economic policy I: fiscal and monetary - Economic policy II: trade and income - Beyond Globalization?
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.)	-

Introduction to International Relations

Introduction to International Relations **Status: July 2021**	
Module-Nr./ Code	INIR
Module title	Introduction to International Relations
If relevant, course units within the module	-
Learning outcomes of the module	Students who have successfully participated in this module will be able to: – Describe the evolution of the modern states system and the transition from international to global society as context for the discipline IR – Explain and discuss the development of International Relations – 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 – 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 – Basic understanding of the major international and regional institutions in world politics as well as significant developments in world politics – Demonstrate critical understanding of both the philosophical and practical issues, which have underpinned the study, and practice of International Relations – Apply IR theory in a sophisticated way to a number of issue areas
Content of the module	• Theory and the Study of International Relations • Classical Realism – War, Human Nature and the use of Force • Neorealism – Explaining Superpower Dominance • Liberalism and liberal institutionalism • Constructivism – conventional and

	critical approaches
	• The English School and International Society
	• Structural Marxism
	• Critical Theory
	• Feminist approaches
	• Poststructuralism and Postmodernism
	• Postcolonial and decolonial approaches
	• International Ethics
	• Cosmopolitanism
	Case Studies (Theories in Practice)
	• Global Justice and the State
	• Foreign Policy, Diplomacy and War
	• International Political Economy
	• Terrorism
	• Human Rights
	• Regionalism
	• Environment and Sustainability
	• International Law and Humanitarian Intervention
	• Institutions and Regimes
Study Semester (or Trimester)	1st 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

International Organizations Status: May 2021	
Module-Nr./ Code	INOR
Module title	International Organizations
If relevant, course units within the module	-
Learning outcomes of the module	Students who have successfully participated in this module will be able to: – Describe historical trends in the development of the existing global institutional framework – Identify the key features, roles and responsibilities of different International Organisations – Illustrate the role of state and non-state actors – Explain the internal and external dynamics of international organisations in a changing global environment – Distinguish major global challenges related to institutional integration
Content 23ft he module	• Theory and History of International Organizations • Policy-Making in International Organizations • Activities of International Organizations • United Nations I: Goals, Charter, Organs, Organization • United Nations II: Security Council • European Union, Council of Europe • ASEAN • Arab League • WTO, IMF & World Bank • ILO, WHO, WIPO, WFP, UNESCO, UNICEF, IOM etc. • OECD, OPEC • NATO, OSCE • International Court of Justice & International Criminal Court

International Organizations

	• International Non-Governmental Organizations
Study Semester (or Trimester)	1st 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.)	

Introduction into Political Philosophy

<table>
<tr><td colspan="2" align="center">Introduction in Philosophy
Status: July 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>PHIL</td></tr>
<tr><td>Module title</td><td>Introduction in Philosophy</td></tr>
<tr><td>If relevant, course units within the module</td><td>-</td></tr>
<tr><td>Learning outcomes of the module</td><td>Students who have successfully participated in this module will be able to

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
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
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
critically evaluate major contributions to the history of philosophy and contemporary philosophy</td></tr>
<tr><td>Content of the module</td><td>1. What is Philosophy
2. History of Philosophy
3. Philosophical Reasoning
4. Argumentation
5. Logic
6. Metaphysics/Ontology</td></tr>
</table>

	7. Epistemology, Philosophy of Knowledge and Science 8. Philosophy of Language 9. Philosophy of Mind 10. Ethics and Moral Philosophy 11. Political Philosophy 12. Aesthetics 13. Analytical Philosophy 14. Continental Philosophy 15. Contemporary Philosophy and postmodern philosophy
Study Semester (or Trimester)	1st 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.)	

Introduction in Political Science

Introduction in Political Science	
Status: May 2021	
Module-Nr./ Code	IPOS
Module title	Introduction in Political Science
If relevant, course units within the module	-
Learning outcomes of the module	Students who have successfully participated in this module will be able to • distinguish various sub-disciplines and approaches in political science, e.g. comparative politics, governance, political theory, international relations • 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 • contrast important political ideologies, (e.g. liberalism, conservativism, 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 • identify the strengths and limitations of different international relation theories and describe the basics of the contemporary international system • 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

Content of the module	1. Differentiation between politics and political science 2. Political power 3. Comparative Politics 4. Political Institutions 5. Political Actors 6. Governance 7. The State 8. Elections and voting 9. Political Theory: Overview of Ideologies and Ideas 10. Political Processes 11. Socio-cultural Structure of Politics 12. International Relations and the Contemporary International System 13. Theoretical and Methodological Research Approaches 14. Empirical Research Methods in Political Science
Study Semester (or Trimester)	1st 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 & eighting 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

<table>
<tr><td colspan="2" align="center">Introduction to International Public Law
Status: August 2020</td></tr>
<tr><td>Module-Nr./ Code</td><td>12.1.3 IIPL</td></tr>
<tr><td>Module title</td><td>Introduction to International Public Law</td></tr>
<tr><td>If relevant, course units within the module</td><td>-</td></tr>
<tr><td>Learning outcomes of the module</td><td>Students who have successfully participated in this module will be able to

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
demonstrate a critical understanding of the theories and principles upon which international law is based
evaluate the contestation of norms from the point of legal anthropology/ethnology and postcolonial theory
distinguish the sources of public international law, the processes of creation, assertion, acceptance, legitimization
identify the various key players in the global legal arena (including states, international organisations, courts, NGO's, MNC'S etc.)
discuss the basic principles of international public law from an interdisciplinary perspective
critically reflect the ethical and cultural implications of implementation and contestation of public international law
apply different legal regimes to current cases

</td></tr>
</table>

Content of the module	1. Theory of International Law
	2. Nature of the International Legal System
	3. History of the International Legal System
	4. Legal Anthropology and post-colonial theory
	5. Sources of International Law
	6. Players in the International Legal System
	7. Relationship between international law and national law
	8. Law of Treaties
	9. Jurisdiction
	10. State Responsibility
	11. Ambiguity
	12. Ethical and cultural implications of (unequal access to) processes of international juridification
Study Semester (or Trimester)	1st 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

Citizenship	
Module-Nr./ Code	11.1.4 CITI
Module title	Citizenship
If relevant, course units within the module	-
Learning outcomes of the module	Students who have successfully participated in this module will be able to – distinguish historical, philosophical, social foundations, practices and models of service-learning and civic engagement – describe different concepts and theoretical approaches to citizenship and civil engagement – (re-)consider and reflect upon societal issues (e.g. poverty, unfair distribution, globalization, environment, diversity, discrimination, migration) – define critical factors for effective engagement – differentiate between different forms of involvement (e.g. participation, advocacy, activism, institutional politics etc.) – evaluate the role of service learning and engage in community based projects for their studies – create a personal action plan for the acquisition of qualifications and competences via community based service learning and theoretical reflection
Content of the module	1. Citizenship 2. Civic Engagement 3. Service Learning Approach (LdE): Practice & Reflection 4. Volunteering 5. Community Involvement 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)	1st 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

Status: May 2022

Module-Nr./ Code	RESO
Module title	Resources: Financial Resources, Human Resources, Organization
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	This module is part of the management cycle (do) and has particular references to IMAN (analyze), OENV (analyze), STTP (plan), RESO (do), CARE (check), CHLE (act) and MELE (elective). It is part of all management programs at Karlshochschule.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp

Name(s) of the instructor(s)	Iris Wuttke-Hilke Gaye Özcelik Tobias Höltzel
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 hours, self-study = 96 hours)
Hours per week	6
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.

Qualification objectives of the module	Students who have successfully completed this module are able to:
	
	• execute strategy based through a management process where they
	
	    o assess
	    o select
	    o recruit/procure
	    o organize
	    o allocate &
	    o develop
	financial and human resources,
	
	• manage resources in a purposeful way in the context of varying conditions ("constraints"), strategies and conflict situations ("tensions"),
	
	• apply different methods of researching and making decisions regarding the procurement measures required in a company,
	
	• 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),
	• 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,
	• 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.
Content of the module	• Differentiation between the factors work and capital
	• The interrelation between productivity-based and financial decisions in a company
	• Decisions on the employment of capital (principles, static and dynamic methods of capital expenditures budgeting)
	• Decisions on the procurement of capital (systemisation and presentation of various financing types)
	• Tasks and instruments of financial management
	• Principles of financial and liquidity planning
	• Development and implementation of HR strategies
	• HR planning and procurement
	• HR selection
	• Personnel leadership, employee loyalty, personnel development
	• Views of man, work structuring, motivation, performance and reward
	• Conditions, objectives and concept of international HRM
	• Diversity as a challenge for personnel development
	• Interdependency between the organization and the individual
	• Organization with the context of starting a company

	- The organization from an institutional, functional and instrumental perspective - Organizational conditions and tensions - Structures and processes in conflict areas of formal and 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.)	
Literature (Required reading/supplementary recommended reading)	Required reading: **Atrill, P., McLaney, E. (2017)**, Accounting and finance for non-specialists. 10.ed. Harlow: Pearson Education. [selected chapters] **Child, J. (2015):** Organization: Contemporary Principles and Practice. 2. ed., Chichester: John Wiley & Sons. [selected chapters] **Frankfurt, H. (2005).** On bullshit. Princeton N.J.: Princeton University Press. [selected chapters] **Torrington, D., Hall, L., Taylor, S. (2009):** Fundamentals of Human Resource Management: Managing People at Work. Harlow (u.a.): Financial Times Prentice Hall. [selected chapters] Recommended reading: **Amstrong, M.; Taylor, S. (2017).** Armstrong's Handbook of Human Resource Management Practice: Essentials of Category Management, SRM, Negotiation, Contract Management and Supply Chain Management. 14. ed. London: Kogan Page.

	Brealey, R., Myers, S., Allen, F. (2016): Principles of Corporate Finance. 12. ed., New York: McGraw-Hill Education.
	Jones, G. (2013): Organizational Theory, Design, and Change: Text and Cases. Global ed., 7. ed., Boston (u.a.): Pearson Education.
	Levitt, S., Dubner, S. (2009): Freakonomics: a Rogue Economist Explores the Hidden Side of Everything: New York (u.a.): Harper.
	Malik, F., Scherer, J. (2015). Managing Performing Living: Effective Management for a New World, Frankfurt: Campus Verlag.
	Watson, D., Head, A. (2016). Corporate Finance. Principles and Practice. 7. ed., Harlow (u.a.): Pearson Education.

Introductory Company Project

Introductory Company and Consulting Project **Status: May 2022**	
Module-Nr. / Code	IPRO
Module title	Introductory Company and Consulting Project
Semester or trimester	3rd semester
Duration of module	Single semester
Course type	Mandatory

(Mandatory, elective, etc.)	
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 part of all bachelor programs in management at Karlshochschule International University and is linked to the other modules of the practice cycle (CPRO, EPRO, INTS). The subject of the project may vary according to the program.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Tim Born et al.
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 hours, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	The assessment type of the module is a Project work § 14 (11) Course and Examination Regulation (CER); see appendix

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 completed this module are able to: • develop a solution for a basic management challenge • apply project management techniques, research methods, strategic tools and creativity techniques • allocate tasks between group members in a given time period • reflect conflicting issues within team structures and between internal and external expectations • display a willingness to communicate professional with clients • present professional concepts in an appropriate manner

Content of the module	• Input workshops
	    o Advanced project management
	    o Company-client relationships and professional communication
	    o Creativity techniques
	    o Idea conception
	    o Market Research
	
	 • Project
	    o Problem sketch
	    o Project charter
	
	 • Coaching
	    o Presentation and storytelling
	    o Strategic consulting
	    o Team mediation
	    o Voice and body language

Teaching and learning methods of the module	Introductory workshops on methods and techniques in intensive days
	Autonomous teamwork (self-managed teams)
	Coached teamwork in intensive weeks
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	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.
Literature (Required reading/supplementary recommended reading)	**Required reading:** **Verzuh, Eric** (2015): The fast forward MBA in Project Management. 5. ed., Hoboken N.J.: John Wiley & Sons. **Recommended reading:** **Becker, L.; Ehrhardt, J., Gora, W.** (Hrsg.) (2009). Projektführung und Projektmanagement. Düsseldorf: Symposion. **Boos, E.** (2011). Das große Buch der Kreativitätstechniken. München: Compact. **International Institute of Business Analysis** (2015). BABOK v3 – A Guide to The Business Analysis Body of Knowledge. Toronto: International Institute of Business Analysis. **Knapp, J.** (2016). SPRINT. How to solve big problems and test new ideas in just five days. New York: Simon & Schuster.

	Kumar, V. (2013). 101 Design Methods. A structured approach for driving innovation in your organization. Hoboken N.J.: John Wiley & Sons.
	Morris, P. (2013). Reconstructing Project Management. Chichester: John Wiley & Sons.
	Osterwalder, A.; Pigneur, Y.; Bernarda, G.; Smith, A. (2014). Value Proposition Design. Hoboken N.J.: John Wiley & Sons.
	Michalko, M. (2006). Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.
	Project Management Institute (2017). A guide to the Project Management Body of Knowledge (PMBOK guide). Pennsylvania: Project Management Institute.
	Schelle, H. (2014). Projekte zum Erfolg führen: Projektmanagement systematisch und kompakt. 7. Aufl., München: dtv.
	Sutherland, J. (2014). SCRUM. A revolutionary approach to building teams, beating deadlines and boosting productivity. London: Random House.

International Consumer Cultures

International Consumer Cultures	
Status: June 2022	
Modul-Nr. / Code	ICOC
Module title	International Consumer Cultures
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. 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 marketing cycle and has particular references to the other modules in this cycle (MSIC, TGVC, DMAR, IMAD, CIMA, MELE).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
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	Students who have successfully completed this module are able to: • identify complex networks of actors in the field of consumption • interpret individual consumer behavior in different cultural, subcultural and international contexts • develop strategies to mediate between conflicting positions in the context of company and consumer perspectives and to integrate them • apply quantitative and especially qualitative research methods to analyze complex patterns of consumer behavior and consumer culture and to investigate the ethical implications
Content of the module	• Histories of consumption • Identity work: Possession, Rituals and Practices • Tribes, subcultures and communitities • In and Out: Taste regimes, capital and stigmata • Negotiating brand meanings • Market myths, ideologies and market-system dynamics
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Arnould, E. J., & Thompson, C. J. (2005).** Consumer culture theory (CCT): Twenty years of research. Journal of consumer research, 31(4), 868-882. **Bamossy, G. J., & Solomon, M. R. (2016).** *Consumer behaviour: A European perspective*. Pearson Education. **Burns, A. C., & Veeck, A.** (2017). 8. Ed., *Marketing research*. Pearson. (Auszüge)

Recommended reading:

Askegaard, S., Arnould, E. J., & Kjeldgaard, D. (2005). Postassimilationist ethnic consumer research: Qualifications and extensions. *Journal of consumer research*, *32*(1), 160-170.

Bonsu, S. K. (2009). Colonial images in global times: Consumer interpretations of Africa and Africans in advertising. *Consumption, Markets and Culture*, *12*(1), 1-25.

Drumwright, M. E., & Kamal, S. (2016). Habitus, doxa, and ethics: Insights from advertising in emerging markets in the Middle East and North Africa. *Consumption Markets & Culture*, *19*(2), 172-205.

Karababa, E., & Ger, G. (2011). Early modern Ottoman coffeehouse culture and the formation of the consumer subject. *Journal of Consumer Research*, *37*(5), 737-760.

Kates, S. M. (2002). The protean quality of subcultural consumption: An ethnographic account of gay consumers. *Journal of consumer research*, *29*(3), 383-399.

Kozinets, R. V. (2002). The field behind the screen: Using the method of netnography to research market-oriented virtual communities. *Journal of Consumer research*, *39*(1), 61-72.

Luedicke, M. K., Thompson, C. J., & Giesler, M. (2010). Consumer identity work as moral protagonism: How myth and ideology animate a brand-mediated moral conflict. *Journal of Consumer Research*, *36*(6), 1016-1032.

McCracken, G. (1986). Culture and consumption: A theoretical account of the structure and movement of the cultural meaning of consumer goods. *Journal of consumer research*, *13*(1), 71-84.

Paul, J., & Bhukya, R. (2021). Forty-five years of International Journal of Consumer Studies: A bibliometric review and directions for future research. *International Journal of Consumer Studies*, *45*(5), 937-963.

Sandikci, Ö., & Ger, G. (2010). Veiling in style: how does a stigmatized practice become fashionable?. *Journal of consumer research*, *37*(1), 15-36.

Schouten, J. W., & McAlexander, J. H. (1995). Subcultures of consumption: An ethnography of the new bikers. *Journal of consumer research*, *22*(1), 43-61.

	Spiggle, S. (1994). Analysis and interpretation of qualitative data in consumer research. *Journal of consumer research*, *21*(3), 491-503.

Mass Media Society: Agendas, Frames & Narratives

<table>
<tr><td colspan="2" align="center">Mass Media Society:

Agendas, Frames & Narratives

Status: June 2022</td></tr>
<tr><td>Modul-Nr. / Code</td><td>MAMS</td></tr>
<tr><td>Module title</td><td>Mass Media Society: Agendas, Frames & Narratives</td></tr>
<tr><td>Semester or trimester</td><td>3rd Semester</td></tr>
<tr><td>Duration of module</td><td>Single Semester</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Mandatory</td></tr>
<tr><td>If relevant, course units within the module</td><td>-</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module to other programs</td><td>This module is part of the communication cycle and has particular references to the other modules in the communication cycle (MHTP, PSYS, DMAR, STIC, CIIC, CELE).</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Dr. Björn Bohnenkamp</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Luise Heinz</td></tr>
<tr><td>Teaching language</td><td>English</td></tr>
<tr><td>Number of ECTS credits</td><td>6</td></tr>
<tr><td>Total workload and its composition (e.g. self-study + contact time)</td><td>Total workload = 180 Hours

(Contact hours = 42 hours, Self-study = 138 hours)</td></tr>
</table>

Hours per week (SWS)	3
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	Students who have successfully completed this module are able to: • analyze, apply and reflect on communicative action (in particular storytelling) in an organizational and/or market-related context • explain cases of strategic communication using theoretical approaches (e.g., agenda-setting approach, framing, narratology) • understand interdisciplinary approaches to narratives and relate the knowledge of narratology to economic goals • discuss the social responsibility of media and identify normative positions on the design of media and communication • describe (sub)cultural differences in communication and media reception • apply quantitative and especially qualitative research methods to analyze media reception
Content of the module	• Agenda-setting approach (and similar sociological/political approaches) • Framing (and similar psychological approaches) • Basic concepts of narratology (and similar concepts from cultural studies) • Examples of communicative narratives in different fields (e.g., economy) • Concepts of media use and recipient research, concepts of the audience, research methods

	• National media system, cultural frames, communicative memories • Media ethics: Theoretical debates, cultural traditions, legal foundations • Methods of media analysis
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Assmann, A. (2011).** Cultural memory and Western civilization: Functions, media, archives. Cambridge University Press. (excerpts) **Beigi, M., Callahan, J., & Michaelson, C. (2019).** A critical plot twist: Changing characters and foreshadowing the future of organizational storytelling. International Journal of Management Reviews, 21(4), 447-465. **Barthes, R. (1977).** Introduction to the Structural Analysis of Narratives, in: Image-Music-Text. London: Fontana. (excerpts) **McCombs, M., Shaw D. (1972).** The Agenda-Setting Function of Mass Media. Public Opinion Quarterly. **Nünning, A. (2009):** Surveying Contextualist and Cultural Narratologies: Towards an Outline of Approaches, Concepts and Potentials. In: Sandra Heinen, Roy Sommer (Hrsg.): Narratology in the Age of Cross-disciplinary Narrative Research. de Gruyter, Berlin, S. 48–70. **Oxley, Z. (2020).** Framing and political decision making: An overview. *Oxford Research Encyclopedia of Politics*. **Valkenburg, P. M., Peter, J., Walther, J. B. (2015).** Media Effects: Theory and Research. Annual Reviews. Recommended reading: **Bordwell, D., Thompson, K., & Smith, J. (2023).** *Film art: An introduction* (Vol. 7). New York: McGraw-Hill. (excerpts) **Carnahan, D., Hao, Q., & Yan, X. (2019).** Framing methodology: A critical review. *Oxford Research Encyclopedia of Politics*.

| | Monaco, J. (2009). *How to read a film: Movies, media, and beyond*. Oxford University Press. (excerpts) |
| | Wilkins, L., Painter, C., & Patterson, P. (2021). *Media Ethics: Issues and Cases*. Rowman & Littlefield. (excerpts) |

Managing People at Work: Applying Social Psychology

Managing People at Work: Applying Social Psychology	
Status: June 2022	
Modul-Nr. / Code	MAWO
Module title	Managing People at Work: Applying Social Psychology
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. 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 psychology cycle and has particular references to the other modules in the psychology cycle (IPSY, DIID, SPCS, CATT, PELE, CIPS).
Person responsible for the module	Prof. Dr. Ella Roininen
Name(s) of the instructor(s)	Gaye Özcelik
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3

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	Students who have successfully completed this module are able to: • assess the significance and role of psychology in the development of people management techniques and practices • explain major psychological and interdisciplinary theories about motivation and leadership which have guided the effective design and organization of work • demonstrate strategies of managing people as strategies being informed by socio-cultural values and norms and social psychology • employ contemporary issues and approaches to the management of people (neo-normative control, team- and project-based forms of work organization, self-management at work) and illustrate their complexities, ambiguities and frictions • classify different techniques of hiring, developing and assessing people • interpreting identities and narratives used in organizations and their psychological impact • indicate the necessity of developing sensitivity for an impact of work on mental health • debate ethical issues and questions that are inscribed in practices of managing people
Content of the module	• Introduction to the course: Managing people at work. • Pre-industrial, industrial and post-industrial regimes of work organization • The role of psychology in the historical development of people management techniques

	• Strategies of managing work and workers in the cultural knowledge economy: 'entrepreneurs of the self' at work
	• Shifting dimensions of managing work and workers: the temporal, spatial and socio-cultural
	• Managing work(ers) and employment beyond the organizational context: the rise of the 'gig economy' and 'protean careers'
	• Key concepts of leadership studies
	• Hiring, developing and assessing people
	• Key concepts of motivational psychology
	• Managing and evaluating the 'human resource': from human resource management to human capital management
	• Challenges, paradoxes and questions of ethics
	• Managing groups and teams at work
	• Managing culture: in-between management control and commitment production
	• Challenges of contemporary worlds of management and organization: Mental health and well-being at work
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Clegg, St., Kornberger, M. and Pitsis, T. (2016).** *Managing and organizations: An introduction to theory and practice.* Part I, Introduction and Chapter 3, Managing Individuals. (4th ed). London: Sage. [selected chapters] **Duggan, J., Sherman, U., Carbery, R. and McDonnell, A. (2020).** Algorithmic management and app-work in the gig economy: A research agenda for employment relations and HRM. *Human Resource Management Journal*, 20(1): 114-132. **du Gay, P., Salaman, G. and Rees, B. (1996).** The conduct of management and the management of conduct:

Contemporary management discourse and the constitution of the 'competent' manager. *Journal of Management Studies,* 33: 263-82.

Fleming, P. and Sturdy, A. (2011). 'Being yourself' in the electronic sweatshop: New forms of normative control. *Human Relations*, 64: 177-200.

Kärreman, D. and Alvesson, M. (2004). Cages in tandem: management control, social identity, and identification in a knowledge-intensive firm. *Organization*, 11: 149-175.

Knights, D. and McCabe, D. (2003). Governing through teamwork: Reconstituting subjectivity in a call centre. *Journal of Management Studies,* 40: 1587-1619.

Knights, D. and Willmott, H. (eds.). (2022). Introducing organizational behaviour and management. Andover: Cengage Learning EMEA (*Selected chapters*, including: chapter 2 Motivation and the Self; Chapter 3, Individual Differences, Personality and Self; chapter 8, Management and leadership; chapter 9, Politics and decision-making in organizations; Chapter 10, Culture; Chapter 13, Globalization and Organizations; Chapter 14, Bureaucracy and Post-bureaucracy; and Chapter 15, Ethics at Work).

Munro, I. (2000). Non-disciplinary power and the network society. *Organization*, 7: 679-696.

Storey, J., Salaman, G., and Platman, K. (2005). Living with enterprise in an enterprise economy: Freelance and contract workers in the media. *Human Relations*, 58: 1033-1054.

Thrift, N. (2002). Performing cultures in the new economy. In du Gay, P. and Pryke, M. (eds.). Cultural economy. London: Sage: 201-233.

Weiskopf, R. and Loacker, B. (2006). 'A snake's coils are even more intricate than a mole's burrow'. Individualization and subjectivation in post-disciplinary regimes of work. *Management Revue,* 17: 395-419.

Weiskopf, R. and Munro, I. (2012). Management of human capital: Discipline, security and controlled circulation in HRM. *Organization*, 19: 685-702.

Townley, B. (1993). Foucault, power/ knowledge, and its relevance for human resource management. *Academy of Management Review,* 18(3): 518-545.

Recommended reading

Clegg, S., Kornberger, M. and Pitsis, T. (2016). Managing and organizations: An introduction to theory and practice. London: Sage (*Selected chapters*, including: Chapter 3, Managing individuals; Chapter 7, Managing cultures).

Cohen, R.L. (2010). Rethinking mobile work: boundaries of space, time and social relation in the working lives of mobile hairstylists. *Work, Employment and Society,* 24: 65-84.

Dessler, G. (1999). How to earn your employees' commitment. *Academy of Management Executive*, 13(2): 58-67.

Gabriel, Y. (2005). Glass cages and glass palaces: Images of organization in image-conscious times. *Organization,* 12: 9-27.

Greenwood, M. (2002). Ethics and HRM: A review and conceptual analysis*. Journal of Business Ethics*, 36: 261-278.

Hanlon, G. (2015). The dark side of management. London: Routledge.

Huczynski, A.A. and Buchanan, D.A. (2013). Organisational behaviour. Prentice Hall: Pearson (esp. Chapter 4 on Culture).

Grey, C. (1994). Career as a project of self. *Sociology*, 28(2): 479-497.

Loacker, B. and Śliwa, M. (2018). Beyond bureaucracy and entrepreneurialism: Examining the multiple discursive codes informing the work, careers and subjectivities of management graduates. *Culture and Organization,* 24: 426-450.

Mumby, D. (2016). Organizing beyond organization: Branding, discourse and communicative capitalism. *Organization*, 23: 884-907.

Roper, J., Ganesh, S. and Inkson, K. (2010). Neoliberalism and knowledge interests in career discourse. *Work, Employment and Society*, 24: 661-679.

Uhlmann, E.L. and Cohen, G.L. (2005). Constructed criteria: Redefining merit to justify discrimination. *Psychological Science*, 16: 474-480.

Whittle, A. (2008). From flexibility to work-life balance: exploring the changing discourses of management consultants. *Organization,* 15: 513-34.

Wright, K. (2011). The rise of the therapeutic society: Psychological knowledge and the contradictions of cultural change.
Washington DC: New Academia.

Sustainable Finance: Decolonizing Money Flows

Sustainable Finance: Decolonizing Money Flows **Status: June 2022**	
Modul-Nr. / Code	SUFI
Module title	Sustainable Finance: Decolonizing Money Flows
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. 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 international business cycle and has particular references to the other modules in this cycle (GECO, GLOC, TGVC, IMAD, CIIB, RAOM). It is also part of the sustainability cycle and has particular references to the other modules in this cycle (DSPB, TGVC, SUDE, TCRE, CISM, SUSE).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Olaf Rottke
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
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	Students who have successfully completed this module are able to: • discuss financial management and market theories and their applications in practice • illustrate the implications of financial planning, long-term financial decisions, working capital management and currency risk management for international sustainable business • interpret the concept of sustainable finance and investment, explain diverse sources of finance and critically evaluate different approaches to sustainability controlling • recognize the critical role of capital markets and fiscal policy in moving towards sustainability • analyze the historical and political roots of capital markets (e.g., colonialism) • critically reflect on the ethical "blindness" of capital markets from various disciplinary perspectives (e.g., postcolonial theory) • distinguish different ways of classifying financial instruments (e.g., European taxonomy) • develop strategies for re-shaping power relations on financial markets
Content of the module	• Financial planning, capital budgeting and strategic long term financing decisions • Working capital management • Currency markets and currency risk management

	- Financial Value Drivers and Sustainable Return on Investment
	- Sustainability accounting, information requirements and integrated information systems
	- The role of capital markets and sustainable and ethical financial products
	- Islamic banking and financing
	- Public finance and fiscal reform
	- Environment and Natural Resource Taxation
	- The System of Environmental – Economic accounting (SEEA)
	- Financial markets and colonialism
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Krugman, Paul R.; Obstfeld, Maurice; Melitz, Marc** (2017): International Finance Theory and Policy, 11 ed., Global ed., Malaysia: Pearson. (selected chapters) Recommended reading: **Eun, Cheol S.; Resnick, Bruce G. (2014).** International financial management. 7. ed., Boston: McGraw-Hill/Irwin. **Hayat, Usman; Malik, Adeel (2014).** Islamic Finance: Ethics, Concepts and Practice, CFA Institute Research Foundation. **Jeuken, Marcel H. (2015).** Sustainable Finance & Banking, New York: Taylor & Francis. **Messy, Yves G. A. (2016).** Sustainable Finance: Investment strategies for the Ethical and Sustainable Purpose Investor, **Richardson, Benjamin J. (2011).** From fiduciary duties to fiduciary relationships for socially responsible investing: responding to the will of beneficiaries. In: Journal of Sustainable Finance & Investment, 1(1), 5-19. **Tantram, Joss (2017).** Capitalism: what's the point? A pioneering book about sustainable economics, sustainable business and sustainable finance, Terrafiniti

	Waygood, Steve (2011). How do the capital markets undermine sustainable development? What can be done to correct this? In: Journal of Sustainable Finance & Investment, 1(1), 81-87.

Gender, Feminism, and Ethics of Care

<table>
<tr>
<td colspan="2" align="center">Gender, Feminism, and Ethics of Care

Status: June 2022</td>
</tr>
<tr>
<td>Modul-Nr. / Code</td>
<td>GFEM</td>
</tr>
<tr>
<td>Module title</td>
<td>Gender, Feminism, and Ethics of Care</td>
</tr>
<tr>
<td>Semester or trimester</td>
<td>3rd Semester</td>
</tr>
<tr>
<td>Duration of module</td>
<td>Single Semester</td>
</tr>
<tr>
<td>Course type

(Mandatory, elective, etc.)</td>
<td>Mandatory</td>
</tr>
<tr>
<td>If relevant, course units within the module</td>
<td>-</td>
</tr>
<tr>
<td>Frequency of module</td>
<td>Once a year</td>
</tr>
<tr>
<td>Entry requirements</td>
<td>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.</td>
</tr>
<tr>
<td>Applicability of the module to other programs</td>
<td>This module is part of the diversity and inclusion cycle and has particular references to the other modules in the diversity cycle (CUPS, GLOC, DIID, DIMP, SCDI, CICA).</td>
</tr>
<tr>
<td>Person responsible for the module</td>
<td>Prof. Dr. Ella Roininen</td>
</tr>
<tr>
<td>Name(s) of the instructor(s)</td>
<td>Prof. Dr. Ella Roininen</td>
</tr>
<tr>
<td>Teaching language</td>
<td>English</td>
</tr>
<tr>
<td>Number of ECTS credits</td>
<td>6</td>
</tr>
<tr>
<td>Total workload and its composition (e.g. self-study + contact time)</td>
<td>Total workload = 180 Hours

(Contact hours = 42 hours, Self-study = 138 hours)</td>
</tr>
<tr>
<td>Hours per week (SWS)</td>
<td>3</td>
</tr>
</table>

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	Students who have successfully completed this module are able to: • understand the history of feminist thinking and how different lines of feminist theorising can be applied in today's world. • know how the socially created ideas of gender difference work as a system of norms and hierarchy, and how they are reproduced in identities, interactions, culture and media. • understand and critically reflect on the concepts gender contract and gendered distribution of work. • evaluate the consequences of the above social processes and reflect on the methods of challenging them. • apply the gender theory to other forms of inequalities, and extend it to intersectional and queer theory. • examine the concept feminist ethics of care from different dimensions, and critically reflect on its applicability as an imperative for organisational strategies and societal action. • conduct up to date feminist research using a combination of suitable feminist and postcolonial theories. • create an independent feminist viewpoint which is applicable in D&I management and business life in general. • displays a professional commitment to ethics of care
Content of the module	• The fundaments of the gender theory • Gendered organisation of work and gendered organisational cultures

	- Radical feminism
	- Postcolonial feminism
	- Queer theory
	- Masculinities research
	- Intersectionality research
	- Feminist ethics of care
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Acker, J. (1990).** 'Hierarchies, jobs, bodies: a theory of gendered organizations'. *Gender and Society,* 4(2): 139-158. **Butler, J. (1990).** *Gender Trouble: Feminism and the Subversion of Identity.* London and New York: Routledge. **Crenshaw, K. (1989).** 'Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics'. *University of Chicago Legal Forum*, 1: 139-167. **De Beauvoir, S. (1949).** *The Second Sex.* London: Random House, 2010. **Kanter, R.M. (1993).** *Men and Women of the Corporation, New Edition.* New York: Basic Books. **Lindsey, L. (2011).** *Gender Roles. A Sociological Perspective.* New Jersey: Pearson. **Martin, P.Y. (2003).** ' "Said and done versus saying and doing" Gendering practices, practicing gender at work**'.** *Gender & Society,* 17(3): 342-366. **Mohanty, C.T. (1988).** 'Under Western Eyes: Feminist Scholarship and Colonial Discourses'. *Feminist Review,* 30(1):61-88. **West, C. and Zimmerman, D. (1987).** 'Doing Gender'. *Gender & Society*, 1: 125-151. Recommended reading:

Area Studies	
Status: December 2021	

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	This module is part of the intercultural cycle and has particular references to the language courses and the semester abroad. It is applicable to all bachelor programs at the university.
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Alaa Khalil Dr. Robin Möser Eva Hilla de Menacho
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.

Qualification objectives of the module	Students who have successfully completed this module are able to: • describe the social, economic, ecological, legal, cultural, technological and political factors relevant in a particular area • discuss the mutual influence of global processes and local developments in a particular area • explain typical business practices and economic dynamics in a particular area • reflect patterns of injustice, inequality and conflict in different social fields (e.g., health, education, democracy, gender relationships) in a particular area • question established discourses, narratives and images about a particular area • develop respect und understanding towards foreign cultures • assess the potential of political, cultural, social, educational and other forms of civic engagement and business activities in the particular area
Content of the module	• Social, economic, ecological, legal, cultural, technological and political aspects of a particular area, e.g. poverty, inequality, market structures, population structure and growth • Global dynamics and challenges (digitisation, sustainability etc.) and their crystallization in local processes • Postcolonial perspectives on regional conflicts, conflict lines and conflict zones • Global and regional imaginaries and stereotypes The culture specific part of the module will be offered in blocks for • Latin American studies • Anglo-American studies • Arabic studies • East /South-East Asian studies • Sub-Saharan African studies Further area studies can be provided depending on students' interest abroad.

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 (lectures partly offered online)
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u> **Schäfer, Wolf (2010):** Reconfiguring Area Studies for the Global Age. In: Globality Studies Journal, 22, 31.12.2010. **Flemes, Daniel (ed.) (2010):** Regional Leadership in the Global System: Ideas, Interests and Strategies of Regional Powers. Farnham (u.a.): Ashgate. *Diverse (depend on the business and cultural area selected, recommendations will be given at the beginning of the course)* <u>Recommended readings:</u> *Diverse (depend on the business and cultural area selected, recommendations will be given at the beginning of the course)*

Anthropology

Anthropology **Status: June 2021**	
Module-Nr./ Code	ANTH
Module title	Anthropology
If relevant, course units within the module	-
Learning outcomes of the module	Students who have successfully participated in this module will be able to – explain key anthropological theory and concepts on the basis of various ethnographic and case study materials – critically reflect about cultural assumptions and about key questions and problems in studying the worlds of other people and one's own – 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 – 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 – develop strategies for gathering, analysing, evaluating and presenting material and evidence – 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
Content of the module	1. The anthropological perspective – compared to other scientific disciplines' perspectives 2. Historical development and colonial legacies of anthropology 3. Contemporary anthropology and topical subjects 4. Key anthropological theories and concepts and current debates in anthropology 5. Discussion of about 8 selected topics -students can choose among the following suggestions:

	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
Study Semester (or Trimester)	3rd 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

Conflict Resolution **Status: June 2021**	
Module-Nr./ Code	CORE
Module title	Conflict Resolution
If relevant, course units within the module	-
Learning outcomes of the module	Students who have successfully participated in this module will be able to

- distinguish key concepts, approaches and developments in the field of conflict and conflict resolution from an interdisciplinary perspective
- analyze and map foundations, sources and dynamics of various conflicts
- 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
- critically reflect mayor theories as well as the key challenges and debates around conflict and conflict resolution
- appreciate conflicts as unavoidable, recognize the productive strength of conflicts, deal appropriately with various types of conflict and integrate ethical reasoning into their actions
- apply negotiation techniques, moderation and dispute-solving methods and mediation tools to remedy conflicts and successfully guide |

	negotiations in different settings
Content of the module	1. Theory of Conflict
	2. Theories of Conflict Resolution: Concepts, Frameworks and Definitions
	3. Origins, Foundations and Developments in the Discipline
	4. Character, Types and Causes of Conflict
	5. Approaches in Conflict Prevention
	6. Addressing and containing Violent Conflict
	7. Peacekeeping and Peacemaking
	8. Peace Agreements and Political Settlements
	9. Reconstruction, Reconciliation, Peacebuilding
	10. Tools, Skills and Bargaining in Negotiations
	11. Mediation, Negotiation, Arbitration, Collaborative Problem Solving, Peacekeeping Operations and Third Parties
	12. Culture, Religion, Ethics in Conflict Resolution
	13. Media, Communication, Language, Discourse
	14. Globalization, World Politics, Cosmopolitan
	15. Conflict Resolution and the Tragedy of the Commons (e.g. in Environmental Issues)
Study Semester (or Trimester)	4th 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

<table>
<tr>
<td colspan="2" align="center">Justice, Human and Constitutional Rights
Status: June 2021</td>
</tr>
<tr>
<td>Module-Nr./ Code</td>
<td>JHCR</td>
</tr>
<tr>
<td>Module title</td>
<td>Justice, Human and Constitutional Rights</td>
</tr>
<tr>
<td>If relevant, course units within the module</td>
<td>-</td>
</tr>
<tr>
<td>Learning outcomes of the module</td>
<td>Students who have successfully participated in this module will be able to

− 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
− 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
− contrast various IR theories (realism, liberalism, constructivism, feminism, cultural relativism, post-colonialism, etc.) and apply them to international human right challenges
− contrast various concepts of justice in political philosophy (e.g. utilitarism, 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.)

− distinguish different positions in the global and social justice debate and it's philosophical, historical and legal foundations and implications

− critically reflect upon the scope and limitations of justice at the global level and</td>
</tr>
</table>

	the application of global justice arguments to key issues like distributive equality and poverty, environment and future generations, humanitarian intervention and institutions

−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

−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 |
| Content of the module | 1. History and development of human rights
2. Characteristics and controversies of human rights
3. Establishing Human Rights standards
4. International Human Rights conventions
5. International mechanisms for the monitoring and enforcement of human rights
6. The United Nations and Human Rights
7. Global Application of human rights norms
8. Regional application of human rights norms
9. Constitutional Rights
10. International Relations Theories and their application to Human Rights
11. Human Rights and foreign policy in comparative perspective
12. Theories of Justice
13. Human Rights and Global Justice
14. Transitional justice
15. Key issues and case studies in Human Rights, International Relations and Global Justice |
| Study Semester (or Trimester) | 5th 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

Economic Institutionalism Status: June 2021	
Module-Nr./ Code	ECIN
Module title	Economic Institutionalism
If relevant, course units within the module	-
Learning outcomes of the module	Students who have successfully participated in this module will be able to • identify, compare and distinguish institutionalism in economics, politics and sociology and it's specific contribution to the respective field • distinguish various heterodox approaches to economic theory, categorize economic institutionalism in the realm of economic theory and differentiate old and new institutionalism • assess the meaning and importance of institutions for economic transactions and the social and cultural embedding of markets • apply institutional economics to various issues (e.g. market and contract failure, tragedy of the commons, information asymmetry, economic and organizational dynamics etc.) • critically reflect the challenges, shortcomings, future research opportunities and practical applicability of (economic) institutionalism
Content of the module	1. Heterodox economic theory. Institutionalism in economics, politics and sociology 2. Old and new institutional economics 3. Property rights & the problem of social order 4. The externality problem 5. Transaction costs 6. The state and the constitution 7. The agency problem
Study Semester (or Trimester)	5th 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 (Social Impact and Empowerment)

<table>
<tr><td colspan="2" align="center">Change and Innovation
Status: September 2021</td></tr>
<tr><td>Module-Nr. / Code</td><td>CHIN</td></tr>
<tr><td>Module title</td><td>Change and Innovation</td></tr>
<tr><td>Semester or trimester</td><td>5th semester</td></tr>
<tr><td>Duration of module</td><td>Single semester</td></tr>
<tr><td>Course type
(Mandatory, elective, etc.)</td><td>Mandatory</td></tr>
<tr><td>If relevant, course units within the module</td><td></td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module to other programs</td><td>This module is part of the Bachelor programs International Business and Management at Karlshochschule International University.</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Dr. Björn Bohnenkamp</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>N.N.</td></tr>
</table>

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: – enable stakeholders in the context of a change and/or innovative project – analyze and respond to social issues and translate them into conceptual, creative and innovative solutions. – implement appropriate project, creative and coaching tools depending on the situation in order to fulfil the demands of the stakeholders. – to summarize and structure their projects and present them in class
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 3rd and 4th 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.)	

Ethics and Globalization

Elective (subject to availability)

Ethics and Globalization **Status: May 2021**	
Module-Nr. / Code	ETGL
Module title	Ethics and Globalization
Semester or trimester	5th 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	Students who have successfully participated in this module will be able to: - acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning ethics from a philosophical, economical and practical point of view - 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

	- explain and assess controversies and debates around globalisation and develop various perspectives of ethics in relation to issues of globalisation
	- 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
	- appreciate ethical issues and dilemma and the influence these issues have on management decision making, behaviour, policies, and practices
Content of the module	– Introduction to Ethical Theory – Concepts of Ethics (Homann, Ulrich, Wieland, – Globalization Discourse – Global Consumption Culture – Network Economy – Geopolitics – Boundless Nature – Transnationalism – Actor-Network Theory – Theories of Uneven Development
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)

<table>
<tr><td colspan="2" align="center">Ethics in Practice
Status: June 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>ETPR</td></tr>
<tr><td>Module title</td><td>Ethics in Practice</td></tr>
<tr><td>Semester or trimester</td><td>5th semester</td></tr>
<tr><td>Duration of module</td><td>One semester</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Mandatory Elective</td></tr>
<tr><td>If relevant, course units within the module</td><td></td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module</td><td>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</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Wendelin Küpers</td></tr>
</table>

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	Students who have successfully participated in this module will be able to: - 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 - 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 - identify, analyze and critically reflect on concrete moral dilemmas and the role of an integral responsibility in organization and leadership practice

	- contextualize and differentiate dilemmas as distinct from puzzles, ambivalences, trade-offs, and paradoxes - to understand causes, dynamics, processes and effects of (moral) dilemma - develop preventive measurements and ways for coping or strategies, for dealing with moral dilemmas and their consequences - handle ambiguities and think in terms of imperfect solutions for moral problems, and integrating pre- or arational dimensions, including empathy and intuition
Content of the module	– Introduction to Ethical Theory – Concepts of Business Ethics (Homann, Ulrich, Wieland) – Definitions, context & specifics of (moral) dilemmas in past and current organization and leadership practices – Limitation of conventional rational-formal (ethical) approaches in economy and management – Learning from examples of dilemmatic situations and cases, especially related to (strategic) decision-making – Development, implications and consequences of (moral) dilemmas in organizational life-worlds and beyond – Various integrated coping strategies and competencies required for dealing with (moral) dilemmas – Proactive possibilities to avoid moral dilemmas
Teaching and learning methods of the module	Interactive lecture, seminar style (possibly including serious play exercises with role-play, games, small group work, case study analysis, and presentations)

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	To promote scientific discourse, 1-2 guest lectures e.g. by scholars in the field of strategy will be integrated, if possible.
	Self-study integrating online components and the university's internal download center

Marketing Elective

Marketing Elective	
Status: January 2021	
Module-Nr./ Code	14.5.1 MELE
Module title	Marketing Elective
Semester or trimester	5th 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 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – understand contemporary marketing issues from an international and cross-cultural perspective – develop marketing strategies and operations in conditions of market differences – analyse and discuss current topics and trends in marketing strategy
	– synthesize contents from different research/ scientific areas in the field of marketing depending on their own professional and academic interest
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
Literature (Required reading/supplementary recommended reading)	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.

Current Issues in Sustainability Management

Current Issues in Sustainability Management
Status: May 2022

Modul-Nr. / Code	CISM
Module title	Current Issues in Sustainability Management
Semester or trimester	5th Semester
Duration of module	Single 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. 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 sustainability cycle and has particular references to the other modules in this cycle (DSPB, TGVC, SUDE, SUFI, TCRE, SUSE).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Depends
Teaching language	English – however, the module will be taught in one of the languages spoken in the region if the students are sufficiently proficient in the language (level C1)
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	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.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: • identify and analyze selected current issues and trends concerning sustainability, taking into account ethical, social and ecological aspects in particular • develop a specific research question and work on it in an academic manner and, as a result, contribute towards developing theoretical approaches in the discourse about sustainability • present and discuss their working results to and with peers
Content of the module	*Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programmes in the partner institution.*
Teaching and learning methods of the module	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading: *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.*

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

<table>
<tr><td colspan="2" align="center">Key Concepts for the Study of Management as Culture:
Cultural Turns

Status: September 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>CUTU</td></tr>
<tr><td>Module title</td><td>Key Concepts for the Study of Management as Culture: Cultural Turns</td></tr>
<tr><td>Semester or trimester</td><td>1st semester</td></tr>
<tr><td>Duration of module</td><td>One semester</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Mandatory</td></tr>
<tr><td>If relevant, course units within the module</td><td>–</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module</td><td>-</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Stephan Sonnenburg</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Dr. Doris Bachmann-Medick</td></tr>
</table>

	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: - to explain the cultural turn in the humanities - to provide an overview of the development of different cultural turns from the perspective of the history of theories. - to differentiate between the individual cultural turns and reflect on their significance for society. - on the basis of this, to observe and describe economy and management as cultural phenomena
Content of the module	- Foundations of cultural theory - 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: - Interpretive turn - Performative turn - Spatial turn - Translational turn - Critical comparison of the cultural turns and their potential for the study of management
Teaching and learning methods of the module	Interactive seminar

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

Business Analysis

Business Analysis	
Business Analysis	
Status: September 2021	
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	Students who have successfully participated in this module will be able: - to interpret economic, entrepreneurial, and organizational actions & practice and evaluate them with regard to their heuristic value and practical use. - to apply and, if relevant, triangulate suitable qualitative and quantitative methodologies and methods to empirically analyze and interpret a specific research subject. - to analyze and critically reflect on the conditions and limitations of management activity & practice within an organization. - to analyze and critically reflect on external conditions of management activity in a national and international context. - 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.
Contents of the module	- Analysis of the political, economic, socio-cultural, technological, ecological, and legal conditions - Stakeholder Theory and Analysis - Business analysis with the purpose of enabling change - Overview and application of selective business analysis techniques and quantitative and qualitative research methods
Teaching and learning methods of the module / Special features	Interactive lecture, seminar style, experimental learning, field study

Controlling: Leading for Results

Controlling: Leading for Results Status: September 2021	
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	Students who have successfully participated in this module will be able: - to identify different leadership styles in terms of decision making in the realm of uncertainty - analyze the impact of transactional leadership based on targets and performance indicators as a controlling instrument for entrepreneurial response.

	- to describe the demands and expectations of the different stakeholders with regard to controlling. - 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. - to understand the digitization of presentation of entrepreneurial activity as the language of financial management of a company and as a social construction –
Content of the module	- Theories of leadership in context of controlling, accounting, auditing, compliance - The process of decision making - Performance measurement - Functions of performance measurement (evaluation, controlling, budgeting, incentives, learning, improvements) - Performativity of financial models - The construction of discourses - The digitization and data driven leadership & controlling. - -
Teaching and learning methods of the module	— Great book/text seminar — Interactive lecture with text sponsorships by student teams — 3 riskfull thesis & 1 phenomenon of practice to each text
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lectures by international recognized experts & professors (Copenhagen Business School, Economist, NGOs etc.)

Introduction Behavioral Economics

Introduction Behavioral Economics **Status: January 2021**	
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 %
Learning objectives of the module	Students who have successfully participated in this module will be able to • contextualize behavioral economics within complex economies

	- identify and understand core principles of behavioral economics. - gain an extended understanding of "homo economicus", its premises, shortcomings implications and development. - critically reflect on the moral and practical implications and limitations of behavioral economics influence. - know and assess how behavioral economics is applied in the economy and in society - apply knowledge in behavioral economics for the purpose of management and leadership
Content of the module	- Complexity economics as a suitable context for behavioral economics - Psychology of human behavior and decision-making - Basics and principles of 'classical', modern behavioral economics and further developments - Critical approaches towards behavioral economics, in relation to political and business implementation and implications - Ethics and behavioral economics, and the role of "nudging" - Applications of behavioral economics principles in practical implementation
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

<table>
<tr><td colspan="2" align="center">Introduction to Philosophy of Action
Status: September 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>IPHI</td></tr>
<tr><td>Module title</td><td>Introduction to Philosophy of Action</td></tr>
<tr><td>Duration of module</td><td>Single semester</td></tr>
<tr><td>Course type</td><td>Mandatory</td></tr>
<tr><td>Frequency of module</td><td>Once a year, 1st semester</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module to other programs</td><td>This module has interconnections to all other modules and specialisations, especially to the modules REPO and IPWI</td></tr>
<tr><td>Person responsible for module</td><td>Prof. Dr. Wendelin Kuepers</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Prof. Dr. Wendelin Kuepers</td></tr>
<tr><td>Teaching language</td><td>English</td></tr>
<tr><td>Number of ECTS credits</td><td>5</td></tr>
<tr><td>Total workload and its breakdown</td><td>Total workload = 150 hours

(contact hours = 42, self-study = 108 hours)</td></tr>
<tr><td>Hours per week</td><td>3</td></tr>
<tr><td>Assessment type / requirement for the award of credits</td><td>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.</td></tr>
<tr><td>Weighting of the grade within the total grade</td><td>5,0 %</td></tr>
<tr><td>Teaching and learning methods of the module</td><td>self-study, seminars with lectures, exercises, presentations, thought experiments, debate,</td></tr>
<tr><td>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</td><td>t.b.d.</td></tr>
</table>

Qualification objectives of the module	Students who have successfully participated in this module will be able to
	- have an advanced understanding of philosophy of action as relational event - interpret the role of embodied actors and their agency - distinguish the role of feelings, intentions, free will/volition and beliefs for action - analyze subconscious dynamics and role of individuation of actors - examine the role of senses and sense-making for creative acting - assess the role of tacit, implicit knowing, virtues, values and practical knowledge in relation to action and its effects - differentiate between mindful and mindless habits - recognize the role of activities on a micro-level in connection to broader context of practice and praxis - debate the relation between individual and social action and agencies critically - evaluate the status and power of political and economic actions - reconstruct the integral nexus between action and individual moral responsibility
Content of the module	- philosophy of action - relevance and qualities of various interwoven subjective dimensions of and for actions and actors - differentiation of forms of individual actions and agencies - embedment of individual acts in context - social, political, economic implications of actors and their actions - ethics/morality and actions - possibilities and challenges of transforming actors and actions

Introduction Political Action, Agency and Affect

<table>
<tr><td colspan="2" align="center">Introduction Political Action, Agency & Affect
Status: September 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>INPA</td></tr>
<tr><td>Module title</td><td>Introduction in Political Action, Agency & Affect</td></tr>
<tr><td>Study Semester</td><td>1st semester</td></tr>
<tr><td>Duration of module</td><td>Single semester</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Course type

(mandatory, elective, etc.)</td><td>Mandatory</td></tr>
<tr><td>Number of allocated ECTS credits</td><td>5</td></tr>
<tr><td>Total workload and its breakdown (e.g. self-study and contact hours)</td><td>Total workload = 150 hours

(contact hours = 42, self-study = 108 hours)</td></tr>
<tr><td>Hours per week</td><td>3</td></tr>
<tr><td>Applicability of the module to other programs</td><td>This module has interconnections to all other modules and specialisations, especially to the modules POSO and INGO</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr Michael Zerr</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Prof. Dr Michael Zerr</td></tr>
<tr><td>Teaching language</td><td>English</td></tr>
<tr><td>Assessment type / requirement for the award of credits</td><td>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.</td></tr>
<tr><td>Weighting of the grade within the total grade</td><td>5,0 %</td></tr>
<tr><td>Special features</td><td></td></tr>
<tr><td>Qualification objectives of the module</td><td>Students who have successfully participated in this module will be able to</td></tr>
</table>

	• identify and describe basics and major theoretical and methodological approaches in the field of political science and applied (empirical) research methods • differentiate and discuss political theories of (performative) acts, actions, activism, enactment, inter- and transactions • 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 • 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) • recognise and debate the relationship between the rational, the rationalized and the irrational, between the conscious and unconscious, affects and desires • evaluate the relationship between ideology, fantasies and affects • analyse and compare political processes and institutions, issues and agendas in relation to (individual) actors and affects • identify and discuss origin, mechanism and effects of political power and empowerment with regard to and of actors and actions • understand and evaluate the role of processes of subjectification and of interpellation • differentiate and debate political ideologies, (e.g. liberalism, conservativism, socialism, Marxism, feminism) and ideas (e.g. about democracy, state, power, justice, rights), in relation to political actors and action • compare and evaluate different interpretations and apply conceptual approaches to various political contexts of action in a local, national and global context.
Contents of the module	• Advanced understanding of politics and political theory/science, especially of action • Theoretical and methodological research approaches and empirical research methods in political science based on affection and action theories • Relevance of (individual) decision making approaches (rational choice approach, bounded rationality, pragmatic approach)

	• Political (theories of) action • Reflecting critically the relation between individual acts, actions and agendas on a local, national and global level • Political actors, agents activism (and the micro-political level of everyday lived, embodied experiences) • Political ideologies, processes and institutions in relation to actors and their action • Role of affective and emotional regimes on or employed by political actors and in action • Political power/empowerment of actors and action
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

Approaching Brands: Products & Services, People & Ideas **Status: September 2021**	
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: - to critically debate and reflect on the current discourse on brands, branding and brand management, branded products, services, people and ideas - to understand the mutual importance of brands and culture, markets, society and politics. - to contrast traditional with advanced and alternative approaches on brands. - to practice qualitative market research methods and differentiate them from quantitative methods.
Content of the module	Theoretical approaches - Semiotic approaches - Psychological approaches - Sociological approaches - Cultural approaches - Management approaches Brandscapes - Branded Products - Branded Services - Human Branding - Branding in Social and Political Marketing Methods in brand research - quantitative methods - ethnographical methods - interviews and focus groups - semiotic methods
Teaching and learning methods of the module	Interactive seminar Application of qualitative and quantitative brand research methods
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Use of learning platform Moodle

Approaching Sustainability

<table>
<tr><td colspan="2" align="center">Approaching Sustainability

Status: September 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>ASUS</td></tr>
<tr><td>Module title</td><td>Approaching Sustainability</td></tr>
<tr><td>Semester or trimester</td><td>1st semester</td></tr>
<tr><td>Duration of module</td><td>One semester</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Compulsory Core Elective</td></tr>
<tr><td>If relevant, course units within the module</td><td>–</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module</td><td>The module is applicable to the Master programs "Master Management" and "Master Social TransFormation: Politics, Philosophy, Economics.</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Robert Lepenies</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Dr. Marisol Bock

Lan Anh Phan Ti</td></tr>
<tr><td>Teaching language</td><td>English</td></tr>
<tr><td>Number of ECTS credits</td><td>5</td></tr>
<tr><td>Total workload and its breakdown

(e.g. self-study and contact hours)</td><td>150 of which 42 are contact hours</td></tr>
<tr><td>Hours per week</td><td>3</td></tr>
<tr><td>Assessment type / requirement for the award of credits</td><td>The Assessment type is an Essay according to § 10 (4) Course and Examination Regulations for the Master "Management" (CER); see appendix.</td></tr>
</table>

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: - re-construct and de-construct the genealogical formation of sustainability as a contested concept. - understand sustainability as an integral approach combining ecological, economic, societal, and cultural aspects including their conflicts. - re-evaluate the meaning of economic prosperity in relation to socio-cultural values and the 'limits to growth' - understand and utilize concepts like 'green growth', 'décroissance' / 'degrowth' and 'postgrowth' - apply these conflicting and paradoxical insights about sustainability in order to transform social, economic and business practices.
Content of the module	- History of sustainability and the 'making of a concept' - Key ideas and conflicts within sustainability - Central documents and events: From 'Limits to growth' to the 'Green Economy' and 'Degrowth' - The political economy of sustainability - Managerial aspects, tools and standards - Sustainable transitions: theory and application - Current issues in sustainability
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

<table>
<tr><td colspan="2" align="center">Creativity in Context
Status: September 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>CRCO</td></tr>
<tr><td>Module title</td><td>Creativity in Context</td></tr>
<tr><td>Semester or trimester</td><td>1st semester</td></tr>
<tr><td>Duration of module</td><td>One semester</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Compulsory Core Elective</td></tr>
<tr><td>If relevant, course units within the module</td><td>–</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module</td><td>The module is applicable to the Master programs "Master Management" and "Master Social TransFormation: Politics, Philosophy, Economics</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Stephan Sonnenburg</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Stephanie Ehrhart

Prof. Dr. Stephan Sonnenburg</td></tr>
<tr><td>Teaching language</td><td>English</td></tr>
<tr><td>Number of ECTS credits</td><td>5</td></tr>
<tr><td>Total workload and its breakdown

(e.g. self-study and contact hours)</td><td>150 hours of which 42 are contact hours / 108 self-study hours</td></tr>
<tr><td>Hours per week</td><td>3</td></tr>
<tr><td>Assessment type / requirement for the award of credits</td><td>The Assessment type is an Essay according to § 10 (4) Course and Examination Regulations for the Master "Management" (CER); see appendix.</td></tr>
</table>

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 present and evaluate the current state of creativity research. - to describe and critically examine creativity as an individual (psychological) phenomenon. - to reflect on empirical methods of creativity diagnostics - to overcome personal approaches in order to break through the context dependency of individual creativity with a multi-disciplinary approach. - to compare and evaluate different socio-individual theoretical approaches. - to develop creativity as a communicative phenomenon that is performed by groups and organizations.

Content of the module	- P-dimensions of creativity
	  - Person
	  - Product
	  - Process
	  - Place
	- Psychology of creativity
	  - Characteristics of creative people
	  - Models of the creative process
	- Methods of creativity diagnostics
	  - Psychometric methods
	  - Experimental techniques
	  - Biographical and case study techniques
	  - Multi-methodological methods
	- Socio-individual theoretical approaches:
	  - component model
	  - system model
	  - interaction approach
	- Communication approaches:
	  - generic model of group creativity
	  - micro-interactional approach
	  - Creaplex approach

Teaching and learning methods of the module	Interactive seminar Critical interpretation in the form of individual and group work Self-study

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	To promote scientific discourse, 1-2 guest lectures by creativity researchers will be integrated, if possible. Self-study using online components

Culture & Society in Change: History & Trends

<table>
<tr><td colspan="2" align="center">Culture & Society in Change - History and Trends
Status: September 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>CSIC</td></tr>
<tr><td>Module title</td><td>Culture & Society in Change: History and Trends</td></tr>
<tr><td>Semester or trimester</td><td>1st semester</td></tr>
<tr><td>Duration of module</td><td>One semester</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Compulsory Core Elective</td></tr>
<tr><td>If relevant, course units within the module</td><td>−</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module</td><td>The module is applicable to the Master programs "Master Management" and "Master Social TransFormation: Politics, Philosophy, Economics.</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Stephan Sonnenburg</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Prof. Dr. Michael Zerr</td></tr>
<tr><td>Teaching language</td><td>English</td></tr>
<tr><td>Number of ECTS credits</td><td>5</td></tr>
</table>

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: - explain the interconnectedness of individual, cultural and social change referring to historical examples, - identify current fundamental areas of social and cultural transformation globally as well as locally and, based on this, - reflect on the challenges of making sense of transformations while they are happening, - reflect on the role of politics and economy, management and organizations in the context of social and cultural change.
Content of the module	- The connection between individual, organizational, societal and cultural change - Exemplary history and analysis of major social and cultural transformations (e.g. industrialization, the '1968 movement', media transformation) - Current issues and trends of social and cultural change - Making sense of change: challenges of contemporary perspectives on current transformations - Organisational change and society
Teaching and learning methods of the module	- Interactive seminar integrating exercises - Reading and dicussions - Exercises in groups - Image and film analysis
Special features (e.g. online activities, company visits, guest lectures, etc.)	

Identity

Identity Status: September 2021	
Module-Nr./ Code	IDTY
Module title	
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	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 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: - Draw and model, from a constructivist point of view, the creation of a subject within a discourse - Explain and develop "identity" as a performative repetition of a continuous instability within social orders - Model "identity" as a result of social construction and subjectivation processes - Model and critically analyse the influence of society and culture on the perception of groups and identities especially within the organizational context - Explain inclusion and exclusion processes and social closure within society - Reflect on one's own identity and diversity and develop an own critical position
Content of the module	- Historical and philosophical foundations of identity, diversity and society - Social, cultural and political dimensions of identity - Identity theories and their applications - Cultural turns on identity research, discursive construction of identity - Group identities, inclusion and exclusion, social construction of difference and stereotypes - Feminist, queer and postcolonial views on identity, subjectivity - Intersectional theory of identities and social positions - Gender identity, doing gender, doing difference - Methodological perspectives on identity research - Identity in organisations, organisational subjects and social positions - Identities in relation to immigration and

	globalisation
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). *All required texts are available at Moodle under the respective session.*

Globalization from Below

Globalization from Below **Status: January 2021**	
Module-Nr./ Code	1.15 GLFB
Module title	Globalization from Below
Study Semester (or Trimester)	1st 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 %
Learning objectives of the module	Students who have successfully participated in this module will be able to • Analyse the social and political processes underlying the global circulation of people, ideas, images, values capital, and material things • Explore the implications of these processes for individual and collective identities and everyday lives using ethnographic research • Evaluate the relationship between specific global systems and particular local material realities • Critically examine the assumptions, presuppositions, and ways of different approaches to global labour, migration and trade • Debate systemic cultural, social, political and economic inequalities in light of globalization processes

Module descriptions Spring Semester

Strategy as Theory and Practice (STTP)

<table>
<tr><td colspan="2">Strategy as Theory and Practice
Status: May 2022</td></tr>
<tr><td>Modul-Nr./ Code</td><td>STTP</td></tr>
<tr><td>Module title</td><td>Strategy as Theory and Practice</td></tr>
<tr><td>Semester or trimester</td><td>2nd Semester</td></tr>
<tr><td>Duration of module</td><td>One Semester</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Mandatory</td></tr>
<tr><td>If relevant, course units within the module</td><td></td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module to other programs</td><td>This module is part of the management cycle (plan) and has particular references to IMAN (analyze), RESO (do), CARE (check), CHLE (act) and MELE (elective). It is part of all management programs at Karlshochschule.</td></tr>
</table>

150

Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Gaye Özcelik Dr. Kiryo Kilian Abraham
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 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.
Qualification objectives of the module	Students who have successfully completed this module are able to: • critically reflect on the genealogy of the concept of strategy and its transfer from military to economic and social contexts • deconstruct strategy as practice (and practices) and - against the background of agile and complex companies/environments • analyze the process of strategy development and implementation, the constellation of actors, the associated needs for legitimation, power, resistance, coping with insecurity and reduction of complexity and resulting antagonisms and micro-politics

	• examine the relevance, dynamics and inherent conflicts of strategic decision-making processes in global contexts
	• compare different schools, approaches and concepts of strategic management, formulate strategic alternatives and systematically select suitable strategic alternatives
	• apply methods and instruments to develop and implement a strategy
	• understand and critically reflect on strategies as construction and interaction within a company/organization and with its socio-cultural environment.
	• effectively present discussion and problem contexts using appropriate instruments
	• demonstrate empathy and apply argumentation skills within group work
Content of the Module	• History and Genealogy • Strategic mindsets and strategic practice(s) • Strategic schools, approaches, concepts • The process of strategizing • Strategic methods and frameworks • Strategic instruments and tools • Critical refection on strategy in and from organizations
Teaching and learning methods of the module	Interactive lecture, group work, source work, case studies, media
Specials (e.g. online part, practice visits, guest lectures, etc.)	The event will be held as a block event. A pre-reading of the given literature is obligatory - this is provided via moodle. In a kickoff session about three weeks before the block event the specialties are presented.

Literature	Required reading:
(Required reading/supplementary recommended reading)	**Mintzberg, H. (1998):** Strategy Safari: a Guided Tour through the Wilds of Strategic Management. New York: Free Press.
	Holt, R. & Chia, R. (2009): Strategy without design: the silent efficacy of indirect action; Cambridge University Press, Cambridge. (especially: Introduction, chapter 6 Strategy as wayfinding, epilogue)
	Recommended reading:
	Clegg, S., Carter, C., Kornberger, M. and J. Schweitzer. (2011). Strategy: Theory and Practice, London: Sage (introduction: The Context and Emergence of Strategic Thinking, & chapter 4)
	Faulkner, D.O. and Campbell, A. (2006): Introduction. In: Faulkner, D.O. and Campbell, A.: The Oxford Handbook of Strategy. A Strategy Overview and Competitive Strategy. Oxford: Oxford University Press (pages 1-26).
	Golsorkhi, D. Rouleau, L. Seidl, D. & Vaara, E. (2010). (Eds.), Cambridge Handbook of Strategy as Practice, Cambridge: Cambridge University Press (introduction and selected chapters)
	Hansen, N., Küpper, W. (2009): Power strategies and power sources of management: The micro-politics of strategizing. Paper presented at 25th EGOS Colloquium 2009, Barcelona, Spain.
	Hansen, N., Küpper, W. (2011). The Duality of Power and Identity Constitution in Strategizing - A Micro-Political View. Paper presented at 27th EGOS Colloquium 2011, Gothenburg, Sweden.
	Jullien, F. (2004). A treatise on efficacy: between Western and Chinese thinking, Honululu: University of Hawai'i Press
	Kohtamäki, M., Whittington, R., Vaara, E., & Rabetino, R. (2021). Making connections: Harnessing the diversity of strategy-as-practice

| | research. *International Journal of Management Reviews.*

Paroutis, S., Heracleous, L. and Angwin, D. (2013). Practicing strategy: Text and cases, London: Sage (Introduction, chapter 1).

Stacey, R. D. (2011): Strategic Management and Organisational Dynamics. 6. ed., Harlow (u.a.): Financial Times Prentice Hall. |

Community Project (CPRO)

Community Project Status: May 2022	
Module-Nr./ Code	CPRO
Module title	Community Project
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 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	As a practice-oriented module, it has interconnections to all other modules, in particular does it prepare the students for other modules of the practice cycle (IPRO, EPRO/APRO, INTS). The module is applicable to all bachelor programs.
Person responsible for the module	Prof. Dr. Nadja Meisterhans
Name(s) of the instructor(s)	Prof. Dr. Nadja Meisterhans Merle Becker et al.
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 = 84 hours, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	The assessment type of the module is a Learners Portfolio according to § 14 (7) 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 completed this module are able to: • describe the nature of purpose-based projects and their social, ecological cultural, political economic and/or other contexts • interpret group structures and team dynamics, with a particular focus on power dynamics • implement conflict-solving tools • develop basic ideas for social, cultural, ecological or similar challenges • identify ethical dilemmas and formulate an own standpoint • execute basic techniques of project management • reflect own skills and capabilities and identify potential for own personality development

Content of the module	• Input workshops
	  o Purpose-based organizations and projects in a civic society
	  o Basic project management
	  o Doing presentations
	  o Techniques of self-reflection
	• Personal reflections
	  o Personal learning goals
	  o Global challenges and individual contribution
	  o The ambivalence of help
	• Group reflections about power dynamics (gender relations, racial differences, intersectionality) and ethical dilemmas
	• Project within the community

Teaching and learning methods of the module	Community work, diaries
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading: **Handy, Femida; Russell, Allison R. (2018):** Ethics for Social Impact: Ethical Decision-Making in Nonprofit Organizations, Cham: Palgrave Macmillan. (excerpts presented on Moodle) **Michalko, M. (2006).** Thinkertoys: A handbook of creative-thinking techniques. 2. Ed., Berkeley (u.a.): Ten Speed Press. (excerpts presented on Moodle) **Verzuh, Eric (2015):** The fast forward MBA in Project Management. 5. Ed., Hoboken N.J.: John Wiley & Sons. (excerpts presented on Moodle) Recommended readings: ***Diverse** (depending on projects)*

Transforming Global Value Chains (TGVC)

Transforming Global Value Chains **Status: June 2022**	
Modul-Nr. / Code	TGVC
Module title	Transforming Global Value Chains
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. 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 international business cycle and has particular references to the other modules in this cycle (GECO, GLOC, SUFI, INMA, CIIB, RAOM). It is also part of the sustainability cycle and has particular references to the other modules in this cycle (DSPB, SUDE, SUFI, TCRE, CISM, SUSE). Furthermore, it is part of the marketing cycle and has particular references to the other modules in this cycle (MSIC, DMAR, ICOC, IMAD, CIMA, MELE).
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Martin Neuhold, Matthias Brey
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
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	Students who have successfully completed this module are able to: • explain the concept of global value chains from a business transactional cost perspective and a sustainability perspective • define basic frameworks, concepts, methods, tools and techniques of procurement and operations management in a global economy

	• sketch a strategic positioning for companies within global value chains and networks
	• describe the evolution of logistics
	• illustrate the interrelatedness of different stages in global value chains, in particular production and consumption
	• explain basic concepts defining circular economy, fair trade, industrial ecology, and the cradle2cradle approach
	• present theories and models that facilitate the analysis of material flows and lifecycle data of products and services in the both production phase as well as the use phase of products
	• interpret supply chains from a sustainability point of view and apply interdisciplinary approaches designed to improve both the environmental and the social impact
	• describe the environmental factors, major institutions and basic regulations that effect value chain activities on the national, regional and global level
Content of the module	• Terminology and definition of global value systems, supply chains and operation management and the terminology
	• Identify resources and capabilities and key concepts involved in designing and managing and delivering business value (goods and services) and for Sustainable Operations Strategy
	• Basic tools and techniques for analyzing operations, including demand forecasting, process management, capacity planning, inventory management

	• Explain the policy, industry and firm level implications of outsourcing or insourcing
	• Industrial ecology between product-, process- and user-orientation
	• Cradle2cradle thinking and design for environment
	• Approaches to lifecycle assessment and lifecycle product management (including services)
	• Legal requirements for the circular economy
	• Collaborative approaches to the circular economy
	• Circular economy, re-distribution and global supply chains
	• National, European and global labels for environmental and social purposes
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Heizer, J. and Render, B. (2017):** Operations Management. Sustainability and Supply Chain Management. 12. ed.; Global ed., Boston (u.a.) : Pearson. (selected chapters) **Lacy, Peter; Jakob Rutqvist** (2015): *Waste to Wealth: The Circular Economy Advantage*. New York: Palgrave Macmillan. (selected chapters) Recommended reading: **Connell, Julia; Agarwal, Renu; Sushil; Dhir, Sanjay (eds.), (2018),** Global Value Chains, Flexibility and Sustainability (Flexible Systems Management), Germany: Springer **Ehrenfeld, John** (2004): Industrial ecology: a new field or only a metaphor? *Journal of Cleaner Production*, 12(8–10): 825–831.

	Frankl, Paolo; Rubik, Frider (2013): Life Cycle Assessment in Industry and Business: Adoption Patterns, Applications and Implications. Springer Science & Business Media.
	Mentzer, John T. et al. (2001): Defining Supply Chain Management. In: Journal of Business Logistics, 22(2), 1-25
	Preston, Felix (2012): A global redesign? shaping the circular economy. Energy, Environment and Resource Governance. London: Chatham House.
	Stark, John (2011): Product Lifecycle Management. Springer: London.
	Tukker, Arnold (2015): Product services for a resource-efficient and circular economy – a review. Journal of Cleaner Production 97, 76–91.

Digital Markets: Technology, Economics, and Communication

Digital Markets: Technology, Economics, and Communication Status: December 2021	
Modul-Nr. / Code	DMAR
Module title	Digital Markets: Technology, Economics, and Communication
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. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.

160

Applicability of the module to other programs	This module is part of the marketing cycle and has particular references to the other modules in this cycle (MSIC, TGVC, ICOC, IMAD, CIMA, MELE).
	It is also part of the communication cycle and has particular references to the other modules in the communication cycle (MHTP, PSYS, MAMS, STIC, CIIC, CELE).
	It is finally also part of the digitalization cycle and has particular references to the other modules in the digitalization cycle (WOAL, DMAN, DIER, CATT, CIDT, MTSE).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Janina Kleine
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
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	Students who have successfully completed this module are able to: • identify relevant actors, business models and value chains in digital markets • explain how the network economy shapes digital markets • develop big-data-based and algorithm-based applications for digital marketing • explain basic psychological mechanisms of navigating in digital spaces

	• plan, implement and control digital customer journeys • discuss relevant patterns of digital communication • illustrate relevant patterns of network cultures • identify latest digital trends and discuss economic, communicative, psychological and/or cultural implications
Content of the module	• Actors, business models and value chains in digital markets (aggregators, platforms, disintermediation) • Network economy (supply-sided and demand-sided network effects, winner-take-all markets, lock-in effects) • Big-data-based and algorithm-based applications for digital marketing (Recommender systems, search engine marketing, automated advertising) • Digital communication (e.g., electronic word-of-mouth, viral dynamics) • Digital culture in different social network (memes, influencers, digital activism) • Hybrid spaces (VR, AR and location-based services)
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Berger, J., Kim, Y. D., & Meyer, R. (2021).** What makes content engaging? How emotional dynamics shape success. *Journal of Consumer Research*, *48*(2), 235-250. **Cordon, Carlos, Garcia-Milà, Pau, Ferreiro Vilarino, Teresa, Caballero, Paolo. (2018).** Strategy

is Digital: How Companies Can Use Big Data in the Value Chain. Springer. (excerpts)

Cowan, K., & Ketron, S. (2019). Prioritizing marketing research in virtual reality: Development of an immersion/fantasy typology. *European Journal of Marketing*, *53*(8), 1585-1611.

Klein, J. F., Zhang, Y., Falk, T., Aspara, J., & Luo, X. (2020). Customer journey analyses in digital media: exploring the impact of cross-media exposure on customers' purchase decisions. *Journal of Service Management*.

Marchand, A., & Marx, P. (2020). Automated product recommendations with preference-based explanations. *Journal of retailing*, *96*(3), 328-343.

Varian, H. R., & Carl, S. (1998). *Information rules: A strategic guide to the network economy*. Harvard Business Press.

Vrontis, D., Makrides, A., Christofi, M., & Thrassou, A. (2021). Social media influencer marketing: A systematic review, integrative framework and future research agenda. *International Journal of Consumer Studies*, *45*(4), 617-644.

Recommended reading:

Parker, G. G., Van Alstyne, M. W., & Choudary, S. P. (2016). *Platform revolution: How networked markets are transforming the economy and how to make them work for you*. WW Norton & Company. [excerpts]

Schweidel, D. A., Bart, Y., Inman, J. J., Stephen, A. T., Libai, B., Andrews, M., ... & Thomaz, F. (2022). How consumer digital signals are reshaping the customer journey. *Journal of the Academy of Marketing Science*, 1-20.

Wiggins, B. E. (2019). *The discursive power of memes in digital culture: Ideology, semiotics, and intertextuality*. Routledge.

Psychoanalysis, Media Communication, and Subjectivation

Psychoanalysis, Media Communication, and Subjectivation	
Status: June 2022	
Modul-Nr. / Code	PSYS
Module title	Psychoanalysis, Media Communication and Subjectivation
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. 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 psychology cycle and has particular references to the other modules in the psychology cycle (IPSY, DIID, MAWO, CATT, PELE, CIPS). It is also part of the communication cycle and has particular references to the other modules in the communication cycle (MHTP, DMAR, MAMS, STIC, CIIC, CELE).
Person responsible for the module	Prof. Dr. Nadja Meisterhans
Name(s) of the instructor(s)	Julia Beckmann
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3

Asse ssment 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.
Qualification objectives of the module	Students who have successfully completed this module are able to: • describe the (socio)psychological dynamics in society, organisations, markets, and media systems on the individual but also societal level • explain the impact of ideological settings, discourses, and interpellations in processes of mass communication and social media • illustrate subjectivation processes • illustrate the interplay between affects, emotions, and rationalizations in communicative processes • discuss the concept of 'unconsciousness' • analyze the construction of masses, audiences and social formations
Content of the module	• Theories of mass (media) psychology: Le Bon, Tarde, Canetti • Poststructuralist psychoanalysis: Lacan (three orders, mirror stage, subject), Althusser, Castoriadis, Žižek • Two step flow of communication, diffusion of ideas • Cultural industry and critique of ideology: Adorno, Horkheimer, Marcuse, Fromm • Hermeneutic and psychoanalytic approaches in media analysis • Critical analysis of social media communication
Teaching and learning methods of the module	Interactive lecture.

Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Adorno, T. W. & Horkheimer, Max (1990):** Dialectic of Enlightenment. New York: Continuum [selected chapters] **Althusser, L. (2014):** On the Reproduction of Capitalism: Ideology and Ideological State Apparatuses, Verso. [selected chapters] **Becker, S. L. (1987):** "Constructing the World in Your Head: How Mass Media Influences the Way People Process Information," ETC.: A Review of General Semantics, vol. 44, no. 4, 373-382. **Bereswill, M., Morgenroth, C., & Redman, P. (2010):** Alfred Lorenzer and the depth-hermeneutic method. Psychoanalysis, Culture & Society, 15(3), 221–250. **Cohen J. D. (2022):** Understanding Media Psychology. Routledge. London. [selected chapters] **Freud, S. (1930):** Civilization and Its Discontents, London: Hogarth Press, [selected chapters] **Fromm, E. (1997):** The Anatomy of Human Destructiveness. New York Vintage [selected chapters] **Hewstone, M. & Stroebe, W. (2021):** An Introduction to Social Psychology. 7th ed. New Jersey: Wiley. [selected chapters] **Lazarsfeld, P. F. / Berelson, B. / Gaudet, H. (1968) [Original 1944]:** The People's Choice. New York, London. [selected chapters] **Lister, M. et.al. (2009).** New media: a critical introduction, 2 ed. London. Routledge. [selected chapters] **Ott, B., & Mack, R.L. (2020).** *Critical media studies: An introduction (3rd ed.)*. Wiley-Blackwell. [selected chapters] Recommended reading:

Ekman, S. (2012) Authority and autonomy: Paradoxes in modern knowledge work. Basingstoke: Palgrave Macmillan.

Flisfeder, M. et.al. (2014) Žižek and Media Studies. A Reader. Palgrave Macmillan.

Glynos, J. (2008a) 'Ideological fantasy at work', *Journal of Political Ideologies*, 13(3): 275-296.

Glynos, J. (2008b) 'Self-transgressive enjoyment as a freedom fetter', *Political Studies*, 56(3): 679-704.

Hoedemaekers, C. and A. Keegan (2010) 'Performance, pinned down: studying subjectivity and the language of performance', *Organization Studies*, 31(8): 1021-1044.

Hoedemaekers, C. (2011) 'Viral marketing and imaginary ethics, or the joke that goes too far', *Psychoanalysis, Culture & Society,* 16: 162-178.

Terranova, T (1996). 'Digital Darwin: nature, evolution and control in the rhetoric of electronic communication', Techoscience: New Formations 29, eds Judy Berland and Sarah Kember: 69–83.

Sustainable Development (IR/PPE)

Sustainable Development Status: June 2021	
Module-Nr./ Code	SUDE
Module title	Sustainable Development
Semester or trimester	2nd Semester
Duration of module	Single semester
Course type	Mandatory module

(Mandatory, elective, etc.)	
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 168ort 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, Governance and Law". 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 & SIEM.
Person responsible 168ort he module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Prof. Dr. Robert Lepenies Maren Kropfeld Dr. Kaidi Tamm
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 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	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: 1. identify the various constituent dimensions of sustainable development: environmental, economic, social, cultural, and political manifestations of sustainability, explain the evolving global sustainability discourse and identify its main actors and stakeholders 2. select appropriate responses from business, politics and civil society for dealing with social, political, environmental, technological, and global issues and stakeholders 3. evaluate potential opportunities for 'going green' 4. apply different models for managing and transforming non-sustainable conditions and results to more sustainable solutions 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
Content of the module	The course content includes: 6. Raising of environmental awareness in the West 7. Environmental politics and the birth of the sustainable development concept 8. 1992-2015: road to Agenda 2030 and Sustainable Development Goals.

	9. Different models & key concepts of sustainable development. 10. Key problems: ethics of Anthropocene, waste(fullness) and pollution: toxic civilization, crossing planetary boundaries & limits to growth. 11. Ecological dimension of sustainable development: 12. Social dimension of sustainable development: 13. Economic dimension of sustainable development, alternative economic models such as degrowth, circular economy or Doughnut Economics 14. Sustainable business models and sustainability strategies for businesses along efficiency, consistency and sufficiency 15. Responsible production and consumption, social entrepreneurship, Supply Chain Act, Labels, Greenwashing 16. Transition Theories and the Multi-Level-Perspective 17. Cultural dimensions of sustainable development: multi-stakeholder perspectives, cooperation & post-colonial issues. 18. Personal sustainability: connecting macroscale SDGs with individual level: what can each of us do to make a difference? Personal takeaways. 19. Evaluation of the Agenda 2030 and the achievement of the Sustainable Development Goals.
Teaching and learning methods of the module	The course is organized around lectures and case 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.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Online events, guest speakers, case studies, workshops

Political Philosophy

Introduction into Political Philosophy **Status: July 2021**	
Module-Nr./ Code	POLP
Module title	Introduction into Political Philosophy
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 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
Learning outcomes of the module	Students who have successfully participated in this module will be able to 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 2. contrast, critically reflect and interpret political theories against the historical and contextual background of their origin 3. understand the normative function of political theory and the effect it has on political debates 4. evaluate different interpretations used in political argument and in the analysis of political phenomena 5. conceptualize a theoretical framework for the empirical study of political issues 6. critically reflect on their own interpretation, its limitations and the categories in which we think and act politically 1. have a good understanding about the normative debates concerning the nature, moral status and limits of democratic authority. 2. be able to evaluate the strengths and weaknesses of various (political) theories and arguments 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.
	4. be able to critically examine texts in political philosophy/theory
	5. have developed their ability to form philosophical arguments and communicate those arguments both orally and in writing

Contents of the module	**1: Ancient Greek Political Philosophy**
	
	Socrates, Plato, Aristotle
	
	2: The Ruler and his practice
	
	Machiavelli: "The Prince" / Machiavellism
	
	3: The State of Nature and the Social Contract
	
	Hobbes, Locke and Rousseau
	
	4: Political Dialectics/Equality
	
	Hegel(ianism) and Marx(ism)
	
	5: Kant, Bentham/Mill, Rawls, Habermas, <u>Arendt</u> Political Philosophy & Liberalism
	
	Focus Justice
	
	6: 20 Century Continental Political Philosophy
	
	(e.g. Arendt, Habermas, Foucault, Agamben)
	
	Final Sessions (with A. Amato):
	
	Thematic Patterns
	
	  6. State of Nature
	  7. Power, Legitimacy, Government
	  8. Status of Democracy, Citizenship, Recognition,
	  9. Freedom/Liberty, Individuality, (Human) Rights
	  10. Common Good & Social Contract
	  11. Liberalism/Equality, Solidarity
	  12. (Global) (Global) Justice
	  13. <u>Critical Theories Feminist Theory, Queer Theory, Postmodernism, Post-Colonialism</u>

Introduction to Strategic Practice

<table>
<tr><td colspan="2" align="center">Introduction in Strategic Practice
Status: June 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>STRA</td></tr>
<tr><td>Module title</td><td>Introduction in Strategic Practice</td></tr>
<tr><td>Semester or trimester</td><td>2nd semester</td></tr>
<tr><td>Duration of module</td><td>Single semester</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Mandatory</td></tr>
<tr><td>If relevant, course units within the module</td><td></td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module</td><td>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.</td></tr>
</table>

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 1. explain the significance and the steps of strategic decision-making processes in a global context 2. illustrate key approaches of strategy 3. identify concrete strategies for the construction and interaction of institutions with(in) its socio-cultural environment 4. explain strategic dynamics and analyze the relative strength of different strategic positions as a basis for decisions & actions and examining possible conflicts 5. develop own strategies, taking into account their practices, processing and effects 6. apply methods to implement a strategy
Content of the module	1. Strategic mindsets and strategic concepts 2. The process of strategizing 3. Strategic methods and frameworks

	4. Strategic management and business development
	5. Critical refection on strategy and society
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

Foreign Policy Analysis **Status: June 2021**	
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	Students who have successfully participated in this module will be able to: 1. Define the realm of foreign policy as a mechanism of the international structure and locate FPA within the discipline of international relations. 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. 3. Differentiate (state and non-state) actors, agendas and arenas in foreign policy 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. 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.)
	6. Reflect on the impact of culture, interests and identity as well as the influence of ethics, values, norms and human rights.
Content of the module	The course content includes: 7. History and evolution of Foreign Policy 8. Levels and Models of Foreign Policy Analysis: Actors, Structures, Processes, Sources (domestic and external) 9. Foreign Policy and IR theory: Approaches and Concepts 10. State and non-state actors: Personality, Rationality, Interests and Psychology 11. Processes: Foreign Policy analysis and Decision-Making 12. Pubic Diplomacy 13. Implementing Foreign Policy: Power and Persuasion (Military Power, Diplomacy, Sanctions, Aid) 14. Geopolitical, economic and cultural dimensions of FP 15. The impact of Cultures, Identities, Interests 16. Foreign policy doctrines and ethical dimensions: values, beliefs, norms and human rights 17. The media, foreign policy and public opinion 18. Case studies: German and EU foreign policy 19. Case studies: US foreign policy 20. Case studies: East Asia and Middle East foreign policy 21. Case Studies: Latin American foreign policy 22. National Security and Foreign Policy 23. Simulation Summit Exercise
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study and a United Nations Security Council role play and reflection

Government and Politics of the UK and USA – Comparative Political Systems and Institutions

<table>
<tr><td colspan="2" align="center">Government and Politics of the UK and USA –

Comparative Political Systems and Institutions</td></tr>
<tr><td>Module-Nr./ Code</td><td>GPUKUS</td></tr>
<tr><td>Module title</td><td>Government and Politics of the UK and USA</td></tr>
<tr><td>If relevant, course units within the module</td><td>-</td></tr>
<tr><td>Study Semester (or Trimester)</td><td>4th semester</td></tr>
<tr><td>Duration of module</td><td>Single semester</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Number of allocated ECTS credits</td><td>6</td></tr>
<tr><td>Total workload and its breakdown (e.g. self-study and contact hours)</td><td>Total workload = 180 hours

(contact hours = 42, self-study = 138 hours)</td></tr>
<tr><td>Hours per week</td><td>3</td></tr>
<tr><td>Course type

(mandatory, elective, etc.)</td><td>Compulsory Core Elective</td></tr>
<tr><td>Applicability of the module</td><td>This module has interconnections to most other modules, especially the modules Sustainable Development (SUDE), Area Studies (ARST), International Collaboration (ICOL) as well as to Cultural Studies (CUST), INIR, INOR, Ethics (ETxx), FPAN, ECIN, JHCR, CHIN.

The module is applicable "International Relations", "Politics, Philosophy and Economics", "Citizenship and Civic Engagement" and "Globalization, Governance and Law"</td></tr>
<tr><td>Entry requirements</td><td>There are no formal requirements for participation in this module, however successful completion of the module GPUKUS is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.</td></tr>
</table>

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
Weighting of the grade within the total grade	5,0 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Have a deeper understanding and be able to contextualise the main themes of political science within a comparative context, focusing on government and politics in Britain and the United States. Beginning, in each case, with an historical and ideological overview, it provides a general understanding of the decision-making apparatus (executive, legislative and judicial) in the two countries and the way in which it interacts with representational institutions, such as political parties, pressure groups, and other less formal features of the political system, including the media and public opinion.
Contents of the module	The US Constitution: A Separated System The Nature of British Government Congress and the Presidency UK Political Parties and Elections. American Federalism and the States. The Prime Minister & the Cabinet. The US Supreme Court. Interest and Pressure Group Politics in Britain.

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	t.b.d.
Literature (Required reading/supplementary recommended reading)	Required reading (selected chapters from): - Gillian Peele, et al, *Developments in American Politics 9* (Palgrave, 2022) - Robert McKeever & Philip Davies, *Politics USA* (Routledge, 2012) - Richard Heffernan, et al, ed., *Developments in British Politics 10,* (Palgrave, 2016) - Mark Garnett, Peter Dorey & Philip Lynch, *Exploring British Politics* (Routledge, 5th edition, 2020) - Recommended Reading: • Bill Jones, Philip Norton & Oliver Daddow *Politics UK* (Routledge, 9th edition, 2018). • Colin Hay, ed., *British Politics Today* (Polity, 2002). • F. Baldwin & N. Baldman, *Mastering British Politics* (MacMillan1999). • Ludger Helms, *Presidents, Prime Ministers and Chancellors: Executive Leadership in Western Democracies* (Palgrave, 2005). • John Kingdom, *Government and Politics of Britain* (Polity Press, 2014). • Robert Leach, et al, *British Politics* (Palgrave, 2011). • David Marsh, et al, *Post-war British Politics* (Polity Press, 1999). • Stuart McAnulla, *British Politics: A Critical Introduction* (Continuum, 2005). • Michael Moran, *Politics and Governance in the UK* (Palgrave 2005). • Philip Norton, *Parliament in British Politics* (Palgrave, 2013). • Raouf Tajvidi, *Comparative Politics: Britain, Iran, Russia and the United States* (Pearson, 2013). • Steffen W. Schmidt, Mark C. Shelley, *American Politics and Government Today* (Cengage, 2019) • Milton C. Cummings, Jr. & David Wise, *Democracy Under Pressure: An Introduction to the American Political System* (Harcourt College Publishers, 2001). • Thomas R. Dye and Harmon Zeigler, *The Irony of Democracy: An Uncommon Introduction to American Politics* (Wadsworth, 2012). • George Edwards III, et al, *Government in America: People, Politics and Policy* (Longman, 1999). • Ludger Helms, *Presidents, Prime Ministers and Chancellors: Executive Leadership in Western Democracies* (Palgrave, 2005). • David McKay, *American Politics and Society* (Oxford: Wiley-Blackwell, 8th edition, 2013). • William Storey, *US Government and Politics* (Edinburgh University Press, 2010).

	• Robert Singh, *Contemporary American Politics & Society: Issues & Controversies* 2003.
	• Robert Singh, *American Government & Politics: A Concise Introduction* 2003.
	• Raouf Tajvidi, *Comparative Politics* (Pearson, 2013).
	• Richard Valelly, *American Politics: A Very Short Introduction* (OUP, 2013).
	• Raouf Tajvidi, *Comparative Politics: Britain, Iran, Russia and the United States* (Pearson, 2013).

Controlling, Accounting and Reporting

Controlling, Accounting and Reporting	
Status: May 2022	
Module-Nr./ Code	CARE
Module title	Controlling, Accounting and Reporting
Semester or trimester	4th 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, links to other modules	This module is part of the management cycle (check) and has particular references to IMAN (analyze), OENV (analyze), STTP (plan), RESO (do), CHLE (act) and MELE (elective). It is part of all management programs at Karlshochschule.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	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	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	3 % 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: • debate different ways of controlling management practices • reflect the meaning of corporate accounting as a means of constructing information • for external stakeholders to assess the company's business performance

186

	(external accounting, annual financial statement)
	• for internal stakeholders to make business decisions based on the data (internal accounting)
	• calculate and deconstruct key performance indicators for different business functions (in particular HR and marketing)
	• propose strategies of cost management methods (cost / benefit calculation, calculation of cost types, cost centres and cost units, cost accounting and cost allocation),
	• classify different ways of risk management
	• compare different ways of reporting organizational and market outcome, in particular Sustainability Reports, CSR reports or Public Value Reports

Content of the module	• Controlling:
	    o Theoretical discussions of the concept of 'control' and 'accountability'
	    o Controlling as a management function
	    o Postmodern/postrational concepts of controlling
	• Functional controlling
	    o External accounting
	    o Internal accounting
	    o Cost management
	    o Risk management
	• Reporting
	    o CSR reports
	    o Sustainability reports
	    o Public value reports

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
Literature (Required reading/supplementary recommended reading)	Required reading: Will be announced in class. Recommended reading: **Chua, W.F. (1986).** Radical developments in accounting thought. *The Accounting Review*, LXI(4), 601-632. **Chua, W.F. (1988):** Interpretive sociology and management accounting research: A critical review. *Accounting, Auditing & Accountability Journal,* 1(2), 59-79. **Hopwood & P. Miller (1994, Eds.),** *Accounting as social and institutional practice* (pp. 1-39). Cambridge: Cambridge University Press. **Kalthoff, H. (2005).** Practices of Calculation. Economic Representations and Risk Management. *Theory, Culture and Society*, 22(2), 69-97. **Lee, T.A. (2003).** Accounting and auditing research in the United States. In C. Humphrey and B. Lee (Eds.) *The Real Life Guide to Accounting Research: A Behind-the-Scenes View of Using Qualitative Research Methods*. Elsevier. **Meynhardt, T. (2009);** Public Value Inside: What is Public Value Creation? *International Journal of Public Administration*, 32 (3–4), 192–219

	Miller, P. (2004). Governing by Numbers: Why Calculative Practices Matter. In A. Amin and N. Thrift (Eds.) *The Blackwell Cultural Economy Reader*. Blackwell.
	Scheytt, T. (2005). *Management Accounting from a Systems Theoretical Perspective.* In: Seidl, D. & Becker, K.H. (Eds.), Niklas Luhmann and Organization Theory. Malmö & Copenhagen: Liber & Copenhagen Business School Press [Advances in Organization Studies], 386-401.
	Scheytt, T. (2008). *The Future of Interpretive Accounting Research.* Critical Perspectives on Accounting 19(6), 840-866
	Sheehy, B. (2015). "Defining CSR: Problems and Solutions". Journal of Business Ethics. 131 (3): 625–648.
	Sulkowski, A.; Waddock, Sandra (2014). "Beyond Sustainability Reporting: Integrated Reporting Is Practiced, Required & More Would Be Better". University of St. Thomas Law Review. 10: 1060–1123

Enhanced Company and Consulting Project

Enhanced Company and Consulting Project	
Status: April 2022	
Module-Nr. / Code	EPRO
Module title	Enhanced Company and Consulting Project

Semester or trimester	4th 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	This module is part of all bachelor programs in management at Karlshochschule International University and is linked to the other modules of the practice cycle (CPRO, IPRO, INTS). The subject of the project may vary according to the program.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Tim Born et al.
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 hours, self-study = 124 hours)
Hours per week	4

Assessment type / requirement for the award of credits	The assessment type of the module is a Project work § 14 (11) Course and Examination Regulation (CER); see appendix
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 completed this module are able to: • develop a solution for an enhanced management challenge • apply agile project management techniques and basic innovation management approaches • resolve conflicting issues within team structures and between internal and external expectations • reflect the nature of consulting in a business context • evaluate own skills and team capabilities and develop strategies for self-learning • communicate with clients in a professional way • present professional concepts in a convincing manner

Content of the module	• Input workshops
	
	     o Agile project management
	
	     o Basic concepts of innovation management
	
	     o Creative software solutions
	
	     o History, theory and professional forms of consulting
	
	     o Reflection of introductory company project and lessons learnt
	
	 • Project
	
	     o Problem sketch

	o Project charter
	• Coaching
	o Presentation and storytelling
	o Strategic consulting
	o Team mediation
	o Voice and body language
Teaching and learning methods of the module	Introductory workshops on methods and techniques in intensive days Autonomous teamwork (self-managed teams) Coached teamwork in intensive weeks
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	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.
Literature (Required reading/supplementary recommended reading)	The selection of literature is carried out by the students with the guidance of their tutors. The following is a list of optional general background reading: **Armstrong, Michael** (2012): Armstrong's handbook of management and leadership: developing effective people skills for better leadership and management. 3. ed., London: Kogan Page. **Bentley, Colin** (2009): Prince 2: a practical handbook. 3. ed., Oxford (u.a.): Butterworth-Heinemann. Further reading:

	Hölzle, Philipp (2007): Projektmanagement: professionell führen, Erfolge präsentieren. 2. ed., Freiburg: Haufe.
	Sutherland, Jeffrey Victor (2014): Scrum. A revolutionary approach to building teams, beating deadlines, and boosting productivity. Random House Business
	Kappler, Ekkehard, Seibel, Johannes J., Sterner, Siegfried (1983): Entscheidungen für die Zukunft: Instrumente und Methoden der Unternehmensplanung. Frankfurt: Frankfurter Allgemeine Zeitung GmbH.
	Mees, Jan, Oefner-Py, Stefan, Sünnemann, Karl-Otto (1995): Projektmanagement in neuen Dimensionen: das Hologramm zum Erfolg. 2. ed., Wiesbaden: Gabler.
	Michalko, Michael (2006): Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.

Change and Learning

Change and Learning	
Status: May 2022	
Module-Nr./ Code	CHLE
Module title	Change and Learning
Semester or trimester	4th 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 part of the management cycle (act) and has particular references to IMAN (analyze), OENV (analyze), STTP (plan), RESO (do), CARE (check) and MELE (elective). It is part of all management programs at Karlshochschule.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Marisol Bock
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 = 56 hours, self-study = 124 hours)
Hours per week	4

Assessment type / requirement for the award of credits	The Assessment type 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.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: • describe different approaches in change management and institutional learning • analyze and respond to business and social issues and translate them into conceptual, creative, innovative and transformative ideas • apply appropriate management tools depending on the situation in order to shape change • contrast different change conceptions and to appreciate their relative strengths and weaknesses • relate prevailing change orientations and ideas to actual events in organizations • develop learning solutions for change projects • criticize their own approach to change and the management of change
Content of the module	• Socio-technical and socio-economic drivers of change • Change as a management task • Business possibilities for shaping change, in particular the strategic and organisational integration of different innovation perspectives (e.g. product and process innovation with the innovation of distribution)

	• Organizational Change, Learning and Dynamics
	• Complex, Processual Conceptions of Change
	• Perspectives on Change and Conflict
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual), Learning by Teaching
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Group projects about learning projects (e.g., own development of workshops)
Literature (Required reading/supplementary recommended reading)	Required reading: **Clegg, S., Kornberger, M. and Pitis, T. (2011).** *Management and Organizations. An Introduction to Theory and Practice.* London: Sage. Chapter: Managing innovation and change. **Hatch, M.J. (1996).** *Organization Theory. Modern, Symbolic and Postmodern Perspectives.* Oxford: Oxford University Press. Chapter: Organizational Change and Learning. **Linstead, S., Fulop, L. and Lilley, S. (eds.) (2004).** *Management and Organization. A Critical Text.* Houndsmill, Hampshire: Palgrave Macmillan. Chapter: Managing Change. **March, J. (1991).** 'Exploration and Exploitation in Organizational Learning'. *Organization Science*, 2: 71-87. **Orlikowski, W. (1996).** 'Improvising Organizational Transformation over Time: A Situated Change Perspective'. *Inf. Syst. Res.*, 7: 63-92.

	Weick, K. and Quinn, R.E. (1999). 'Organizational Change and Development'. *Annu. Rev. Psychol.*, 50: 361-86.

Counselling and Transforming Teams: The Case of Digitalization

Counselling and Transforming Teams: **The Case of Digitalization** **Status: June 2022**	
Modul-Nr. / Code	CATT
Module title	Counselling and Transforming Teams: The Case of Digitalization
Semester or trimester	4th 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 digitalization cycle and has particular references to the other modules in the digitalization cycle (WOAL, DMAR, DMAN, DIER, CIDT, MTSE). It is also part of the psychology cycle and has particular references to the other modules in the psychology cycle (IPSY, DIID, PSYS, MAWO, PELE, CIPS).

Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Juliane Hoss
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Learner's Portfolio according to § 14 (7) 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 completed this module are able to: • Discover levers of change and pathways towards transformation in organizations • Analyze the role of an individual in organizational development in relation to stagnation, reproduction and change • Investigate conflict and possibilities for conflict resolution within organizations • Assess the role of well-being and mental health in the modern workplace • Investigate the impact of digitalization in the workplace on individuals and organizations • Explain the role of and approach to coaching and counselling in the workplace • Discover own commitment and potential to contribute to change and transformation within organizations
Content of the module	• Approaches to coaching and counselling at work

	• Reflections on the mutual shaping and conditioning of individual behavior, group dynamics, and organizational and social practices
	• Key elements of changing and transforming organizations: Membership, goals and hierarchies in organizations
	• Psychosocial approaches to changing organization
	• Conflict, mediation and communication in organizations - an analysis of psychological and interpersonal factors impacting organizational practices and dynamics
	• Self-management, reflection and personal growth and transformation in a team or organisation: leading self and others
	• Well-being and mental health issues in the modern workplace, with a special focus on the role and impact of digital technologies and cultures
	• Introduction to coaching and counselling in the workplace
	• Digitalization and the impact on well-being in the modern workplace
	• The role of psychology and personal reflection towards social justice in an organization
	• Individual and collective contributions to more just, inclusive and sustainable modes of work and organizing
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature	Required reading (provided via Moodle):

(Required reading/supplementary recommended reading)	**Ahmed, S. (2012).** On being included. Duke University Press.
	Bocklehurst, M. (2001). Power, identity and new technology homework: Implications for 'new forms' of organizing. *Organization Studies*, 22: 445-464.
	De Dreu, C. K., & Gelfand, M. J. (Eds.). (2008). The psychology of conflict and conflict management in organizations (pp. 3-54). New York: Lawrence Erlbaum Associates.
	European Parliament (2020). The mental health of workers in the digital era. Available at: https://www.europarl.europa.eu/RegData/etudes/BRIE/2020/ 642368/IPOL_BRI(2020)642368_EN.pdf
	Franklin, L. (2003). An Introduction to Workplace Counselling: A Practitioner's Guide (Basic Texts in Counselling and Psychotherapy, 5). Red Globe Press.
	Huws, U. (2014). Labor in the global digital economy: the Cybertariat comes of age. New York: Monthly Review Press.
	Knights, D., Willmott, H. (2017): Introducing Organizational Behaviour and Management, 3rd Edition, Cengage: Hampshire. (selected chapters: chapter 4 Groups and Teams at Work; chapter 12 Technology)
	Königswieser, R. (2005). Systemic Consultancy in Organisations: Concepts, Tools, Innovations. Carl Auer.
	Kuehl, S., Muster, J. (2021). Designing Organizations. A Very Brief Introduction. Organizational Dialogue Press.
	Kunda, G. (1992). Engineering culture: Control and commitment in a high-tech corporation. Philadelphia: Temple University Press: Chapter 1.
	Ruppart, R.E. and Maidenbaum, A. (1992). Psychological types, job change, and personal growth. In Stein, M. and Hollwitz, J. (eds). Psyche at work. Wilmette, IL: Chiron Publications: 194-213.
	Steers, R., Porter, L., and Bigley, G. (1996). Motivation and Leadership at Work. McGraw-Hill

	(Selected chapters, including 'Why incentive plans cannot work').
	Laloux, F. (2015). Reinventing Organizations. Brussels: Nelson Parker (Selected chapters, including 'Self-management processes').
	Trenerry, B., Chng, S., Wang, Y., Suhaila, Z. S., Lim, S. S., Lu, H. Y., & Oh, P. H. (2021). Preparing Workplaces for Digital Transformation: An Integrative Review and Framework of Multi-Level Factors. Frontiers in Psychology, 12, 822.
	Weick, K. and Quinn, R.E. (1999). 'Organizational Change and Development'. *Annu. Rev. Psychol.*, 50: 361-86.
	<u>Recommended reading:</u>
	Kuehl, S. (2020). Sisyphus in Management - The Futile Search for the Optimal Organizational Structure. Organizational Dialogue Press
	De Dreu, C. K., & Beersma, B. (2005). Conflict in organizations: Beyond effectiveness and performance. European journal of work and organizational psychology, 14(2), 105-117.
	Di Fabio, A. (2017). The psychology of sustainability and sustainable development for well-being in organizations. Frontiers in psychology, 8, 1534.
	Grint, K. (2005). Leadership: Limits and possibilities. London: Palgrave. **Hasson, G. & Butler, D. (2020).** Mental Health and Wellbeing in the Workplace: A Practical Guide for Employers and Employees Paperback.
	Lencioni, P. (2002). The Five Dysfunctions of a Team: A Leadership Fable. Jossey-Bass.
	Lindberg, P., Karlsson, T., Nordlöf, H., Engström, V., & Vingård, E. (2017). Factors at work promoting mental health and wellbeing at work–a systematic literature review. In 5th World Congress International Positive Psychology Association, 13-16 July 2017, Montreal, Quebec, Canada.
	Rosa, H. (2020). The uncontrollability of the world. John Wiley & Sons.

	Wajcman, J. (2014). Pressed for time. The acceleration of life in digital capitalism. Chicago: University of Chicago Press.

Diversity and Inclusion Management Practices

Diversity and Inclusion Management Practices **Status: June 2022**	
Modul-Nr. / Code	DIMP
Module title	Diversity and Inclusion Management Practices
Semester or trimester	4th 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 diversity and inclusion cycle and has particular references to the other modules in the diversity cycle (CUPS, GLOC, DIID, GFEM, SCDI, CICA).
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	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3

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	3 % 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: • describe and critically discuss the origins of DM in the USA und in Europe. • complement the Western-centered DM discourse by postcolonial strands of knowledge and reflection • recognise factors of inequality and discrimination in organisations and working life, and how organisational identities, cultures and norms contribute to them. • apply the central feminist methods and tools to address organisational inequalities. • develop and apply managerial strategies of diversity and inclusion in institutional and organisational context. • resolve conflicting issues between diverse groups within organisations
Content of the module	• A historical view on the development of Diversity Management • The main approaches and drivers for Diversity Management • Current D&I issues in organisations • Application of the main feminist theories to the current D&I issues • D&I frameworks and their applications

	• Specific D&I topics such as gender, LGTBQIA+, disability, mental health, age, race, ethnicity and religion
	• Biases research, biases in digital economy
	• Analysing D&I in organisations, specific diversity actions, programs and their implementation
	• Business case for D&I
	• D&I and social sustainability
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Aquino, C.T.E. and Robertson, R.W. (eds.) (2018).** *Diversity and Inclusion in the Global Workplace: Aligning Initiatives with Strategic Business Goals.* Cham, CH: Palgrave Macmillan. **Kirton, D.K. and Greene, A-M. (2010)** *The Dynamics of Managing Diversity. A Critical Approach.* Oxford: Elsevier. **Lorbiecki, A. and Jack, G. (2000).** 'Critical turns in the evolution of Diversity Management'. *British Journal of Management*, 11:17-31. **McCluney, C.L. and Rabelo, V.C. (2019).** 'Conditions of visibility: An intersectional examination of Black women's belongingness and distinctiveness at work'. *Journal of Vocational Behavior*, 113: 143-152. **Rao, A., Sandler, J., Kelleher, D. and Miller, C. (2016).** *Gender at Work: Theory and Practice for 21st Century Organizations.* London: Routledge. **Riach, K. (2009).** 'Managing 'difference': understanding age diversity in practice', *Human Resource Management Journal*, 19(3): 319–335. **Risberg, A. and Pilhofer, K. (2018).** 'Diversity and difference research: a reflection on categories and

categorization', *Theory and Politics in Organisation*, 18(1): 131-148.

Thébaud, S. and Pedulla, D.S. (2016) 'Masculinity and the stalled revolution: How gender ideologies and norms shape young men's responses to work–family policies'. *Gender and Society,* 30(4): 590-617.

Williams, C.L., Muller, C. & Kilanski, K. (2012). 'Gendered organizations in the new economy. *Gender & Society,* 26(4): 549-573.

Woods, D.R., Benschop, Y. and van den Brink, M. (2021) 'What is intersectional equality? A definition and goal of equality for organizations'. *Gender, Work & Organization, 1–18.* https://doi.org/10.1111/gwao.12760

Recommended reading:

International Marketing: Decolonizing Customer Relations

International Marketing: Decolonizing Customer Relations	
Status: June 2022	
Modul-Nr. / Code	IMAD
Module title	International Marketing: Decolonizing Customer Relations
Semester or trimester	4th 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 international business cycle and has particular references to the other modules in this cycle (GECO, GLOC, TGVC, SUFI, CIIB, RAOM). It is also part of the marketing cycle and has particular references to the other modules in this cycle (MSIC, TGVC, DMAR, ICOC, CIMA, MELE).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Marcel Krenz
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
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	3 % 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: • analytically identify similarities and differences between international, intercultural, and transcultural marketing • apply approaches from cultural theory and intercultural communication theory to functions of strategic international marketing. • apply concepts of strategic international marketing and a selection and combination of elements from the marketing mix and relationship management for implementation in transcultural contexts

	• discuss selected developments in marketing and customer relationship management with regard to interculturality and transculturality (e.g. ethno-marketing, diversity marketing) • categorize different ways of measuring the impact of international marketing activities • formulate and discuss ethical questions of transcultural marketing with a particular focus on postcolonial perspectives • critically analyze power relations in international customer relationships and develop strategies to overcome these imbalances
Content of the module	• Globalisation and Marketing • Delimitation: local/classic – international – intercultural – transcultural marketing. • Consumers, markets and international market research. • Strategic intercultural marketing: between standardisation and localisation. • Transcultural product policy and brand management. • Transcultural distribution and price policy. • Transcultural communication policy. • Postcolonial approaches and marketing. • Marketing & diversity I: place branding. • Marketing & diversity II: ethnic marketing • Marketing & diversity III: Marketing to the new majority.
Teaching and learning methods of the module	Interactive lecture.

Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading (provided via Moodle):</u> **Backhaus, Klaus/Büschken, Joachim/Voeth, Markus (2005):** *International Marketing*, Houndmills, Palgrave Macmillan. (selected chapters) **Ger, Gülz/Kravets, Olga/Özlem, Sandıkcı (2012):** „International marketing at the interface of the alluring global and the conforting local". In: Peñazola, Lisa/Toulouse, Nil/Visconti, Luca (eds.): *Marketing Management: A cultural perspective*. London, Routledge, 30-42. <u>Recommended reading:</u> **Anholt, Simon (2008):** "Place branding: Is it marketing, or isn't it?". In *Place Branding and Public Diplomacy*, 4, 1-6. **Askegaard, Søren/Kjeldgaard, Dannie/Arnould, Eric (2009):** "Reflexive culture's consequences". In: Nakata, Cheryl (ed.): *Beyond Hofstede. Culture frameworks for global marketing and management*. Houndmills, Palgrave Macmillan, 101-122. **Avery, Jill (2012):** "The relational roles of brands". In: Peñazola, Lisa/Toulouse, Nil/Visconti, Luca (eds.): *Marketing Management: A cultural perspective*. London, Routledge, 147-163. **Beck, Ulrich (2000):** What is globalization? Cambridge, Polity Press. (Introduction). **Burgos, David/Mobolade, Ola (2011):** *Marketing to the new majority*. New York, Palgrave Macmillan. Chapters: 8, 9. **Burton, Dawn (2009):** *Cross-cultural marketing. Theory, practice and relevance*. London, Routledge. **Craig, Samuel/Douglas, Susan (2005):** *International marketing research*. Chichester, Wiley. Chapters 2, 5, 6. **Cui, Geng/Choudhury, Pravat (2002):** "Marketplace diversity and cost-effective marketing strategies". In: *Journal of consumer marketing*, 19 (1), 54-73.

Gudjonsson, Hlynur (2005): "Nation branding". In: *Place Branding*, 1 (3), 283-298.

Johnson, Guillaume/Grier, Sonja (2015): "Targeting without alienating. Multicultural advertising and the subtleties of targeted advertising". In: *International Journal of Advertising*, 30 (2), 233-258.

Kavaratzis, Mihalis/Hatch, Mary Jo (2013): "The dynamics of place brands: An identity-based approach to place branding theory. In: *Marketing Theory*, 13 (1), 69-86.

Kosnick, Kira (2009): "Conflicting Mobilities. Cultural diversity and city branding in Berlin". In: Hemelryk Donald, Stephanie/Kofman, Eleonore/Kevin, Catherine (eds.) (2009): *Branding cities. Cosmopolitanism, parochialism and social change*. London, Routledge, 28-41.

Odou, Philippe/Djelassi, Souad/Collin-Lachaud, Isabelle (2012): "Sales promotion. From a company resource to a customer resource". In: Peñazola, Lisa/Toulouse, Nil/Visconti, Luca (eds.): *Marketing Management: A cultural perspective*. London, Routledge, 349-362.

Özsomer, Ayşegül (2012): "The interplay between global and local brands: A closer look at perceived brand globalness and local iconness". In: *Journal of international marketing*, 20 (2), 72-95.

Perlmutter, Howard (1969): "The tortuous evolution of the multinational corporation". In: *Columbia Journal of World Business*, 4, 1969, 9-18.

Pires, Guilherme/Stanton, John (2015): "Revisiting ethnic marketing ethics". In: Jamal, Ahmad/Peñazola, Lisa/Laroche, Michel (eds.): *The Routledge companion to ethnic marketing*. London, Routledge, 327-342.

Steenkamp, Jan-Benedict/Jong, Martijn de (2010): "A global investigation into the constellation of consumer attitudes toward global and local products". In: *Journal of marketing*, 74, 18-40.

Usunier, Jean-Claude/Lee, Julie Anne (2005[4]): *Marketing across cultures*, Harlow, Prentice Hall.

Wherry, Frederick (2012): *The culture of markets*. Cambridge, Polity Press. Chap. 1.

Storytelling and Integrated Communication

Storytelling and Integrated Communication	
Status: June 2022	

Modul-Nr. / Code	STIC
Module title	Storytelling and Integrated Communication
Semester or trimester	4th 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 arts cycle and has particular references to the other modules in the arts cycle (CUAU, CHMC, RADI, LONP, CUEN, APRO, CIAM, AREL). It is also part of the communication cycle and has particular references to the other modules in the communication cycle (MHTP, PSYS, DMAR, MAMS, CIIC, CELE).
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 composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3

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	3 % 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: • develop communication strategies as an consistent and integrated system of interrelated instruments • apply narrative skills in various society- and/or business-related contexts • understand the concept of integrated communication • exemplarily evaluate and adequately adapt different communication strategies in the context of different specific situations/ cases. • reflect strategic communication (strategy, implementation and control) from a holistic and integrated perspective • apply selected strategic methods and procedures explicitly in the context of the strategic communication process, • measure and compare outcomes of integrated media campaigns
Content of the module	• Integrated Communication • Campaign Development, • Public Relations and Sponsorship Programs • Ethical Concerns • 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)
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading (provided via Moodle):</u> **Dahlén, M., Lange, F., Smith, T.** (2010). Marketing communications. A brand narrative approach. Chichester: Wiley. (excerpts) **Falkheimer, J.** (2018). Strategic Communication. Routledge: New York. (excerpts) **Goodrich, W. B., Sissors, J. Z.** (eds.) (1996): Media Planning Workbook. 5. ed., Lincolnwood: NTC Business Books. (excerpts)

Transformative Consumer Research

Transformative Consumer Research **Status: June 2022**	
Modul-Nr. / Code	TCRE
Module title	Transformative Consumer Research
Semester or trimester	4th 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 sustainability cycle and has particular references to the other modules in this cycle (DSPB, TGVC, SUDE, SUFI, CISM, SUSE).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
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	3 % 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: • analyze material flows and lifecycle data of products and services in the use phase of products • discuss individual, in particular cultural or psychological reasons for non-sustainable behavior • evaluate the individual impact on the SDGs • develop strategies for changing individuals' behavior towards the sustainability development goals • conduct a variety of qualitative and quantitative methods to analyze consumer behavior • explain the concept of citizen science and activist research

	- transfer current knowledge of transformative consumer behavior research to foster sustainable practices - know basic approaches of individual sustainable practices - critically analyze the consumerist society

Content of the module	- Personal sustainability
	    o Connecting macroscale SDGs with individual level
	    o Personal takeaways
	
	- Sustainable practices: The maker movement, do-it-together, repair cafés and their impact on circular economy initiatives
	
	- Transformative consumer research
	    o Sustainability gaps
	    o Nudging and other transformative practices

Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	Experimental consumer research projects in collaboration with "Reallabor Future Democracies"
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Bocken, N. M. P., Niessen, L., & Short, S. W. (2022).** The Sufficiency-Based Circular Economy—An Analysis of 150 Companies. *Front. Sustain. 3: 899289* **Bornemann, B., and P. Burger (2019).** "Nudging to sustainability? Critical reflections on nudging from a theoretically informed sustainability perspective." *Handbook of behavioural change and public policy*. Edward Elgar Publishing, 2019. **Harlow, J., Bernstein, M. J., Girod, B., & Wiek, A. (2016).** Consumption and sustainability. In *Sustainability science* (pp. 293-301). Springer, Dordrecht.

	Reisch, L. A., & Thogersen, J. (Eds.). (2015). *Handbook of research on sustainable consumption*. Edward Elgar Publishing.
	Sunstein, C. R., & Reisch, L. A. (2014). Automatically green: Behavioral economics and environmental protection. *Harv. Envtl. L. Rev., 38,* 127.
	Recommended reading:
	Reisch, L., Eberle, U. and Lorek, S., 2013. Sustainable food consumption: an overview of contemporary issues and policies. *Sustainability: Science, Practice and Policy, 9*(2), pp.7-25.
	Reisch, L.A., 2021. Shaping healthy and sustainable food systems with behavioural food policy. *European Review of Agricultural Economics, 48*(4), pp.665-693.

Global Governance

<table>
<tr><td colspan="2" align="center">Global Governance
Status: June 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>12.2.4 GLOG</td></tr>
<tr><td>Module title</td><td>Global Governance</td></tr>
<tr><td>If relevant, course units within the module</td><td>-</td></tr>
<tr><td>Study Semester (or Trimester)</td><td>2nd semester</td></tr>
<tr><td>Duration of module</td><td>Single semester</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Number of allocated ECTS credits</td><td>6</td></tr>
<tr><td>Total workload and its breakdown (e.g. self-study and contact hours)</td><td>Total workload = 180 hours

(contact hours = 56, self-study = 124 hours)</td></tr>
</table>

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 module will be able to • differentiate and critically examine various theoretical perspectives on global governance • describe contemporary global governance, its key challenges and potential solutions

	• distinguish contemporary institutions of global governance and classify their decision-making mechanisms • Critically evaluate the outcome of different mechanisms of global governance and assess possible improvement • Interpret current debates about peacekeeping, intervention, nuclear non-proliferation, global economic governance, global climate change, and the global human rights regime
Content of the module	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
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	4th 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 – Introduction to Management – Basic Principles in Strategic Management – Resources: Financial Resources, Human Resources, Organization 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	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	Students who have successfully participated in this module are able to – 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), – 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, – understand budgeting and accrual accounting from a financial management as well as from a political perspective, – describe cost accounting as basis for budget planning and as basis for the calculation of products, services, contracts, projects etc., – 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), – understand the implications of Economic Value Added (EVA) and related concepts from a shareholder and from a stakeholder perspective.

Content of the module	– Module 1 - Balance Sheet & Cases – Module 2 - Income statement & transaction analysis – Module 3 - Cost Volume Profit Analysis including BEP – Module 4 - Job order costing – Module 5 - Budgeting – Module 6 - Accrual accounting and M&A – Module 7 - Cash Flow and M&A – Module 8 - EVA (shared value)
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

Advanced Project Status: September 2021	
Module-Nr. / Code	APRO
Module title	Advanced Project
Semester or trimester	4th 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	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. 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.

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 3rd 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

Diversity and Management
Status: September 2021

Module-Nr. / Code	DIMA
Module title	Diversity and Management
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 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: – explain and critically analyze processes of social categorization.

	– describe and critically discuss the origins of DM in the USA und in Europe – recognize factors of inequality and discrimination in the society and in organizations. – formulate integration processes as business case and as a task of social sustainability. – develop and apply managerial strategies of diversity and inclusion in institutional and organizational context.
Content of the module	The course content includes: – A historical view on the development of DM – The main approaches, theories and current organizational issues in D&I management – D&I frameworks and their application – Social categorization: inclusion, exclusion, prejudice, stereotyping, othering – Inequality and discrimination – Specific D&I topics such as gender, LGTB+, disability, mental health, age – Biases research, biases in digitalized economy – Analyzing diversity in organization, specific diversity actions, programs and their implementation – D&I and social sustainability – Global power relations, cultures and intersectionalities – Integration research
Teaching and learning methods of the module	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.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lecturers

Discourses and Identities

Discourses and Identities **Status: June 2022**	
Modul-Nr. / Code	DIID
Module title	Discourses and Identities
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. 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 diversity and inclusion cycle and has particular references to the other modules in the diversity cycle (CUPS, GLOC, GFEM, DIMP, SCDI, CICA). This module is part of the psychology cycle and has particular references to the other modules in the psychology cycle (IPSY, PSYS, MAWO, CATT, PELE, CIPS).
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	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
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	3 % 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: • contrast, from a constructivist and deconstructivist point of view, the creation of a subject within a discourse • restate psychological concepts on identity

	• explain "identity" as a performative repetition of a continuous instability within social orders
	• model "identity" as a result of social construction within organizational and societal power-knowledge relations
	• use discourse theory and psychology
	• identify power relations in organizations and society
	• recognize the influence of society and culture on the perception of groups and identities especially within the organizational context
	• explain identification and resistance to organizational, professional and societal norms
	• explain inclusion and exclusion processes and social closure within society
	• reflect on one's own performative identity and diversity and infer an own critical position
Content of the module	• Historical and philosophical foundations of identity, personality, performance, diversity and society
	• Social, cultural, psychological and political dimensions of identity
	• Identity theories and their applications, such as narrative identity and social identity theory
	• Cultural turns on identity research, discursive construction of identity
	• Group identities, inclusion and exclusion, social construction of difference and stereotypes
	• Identity as repetitive performance: Doing gender, doing difference, queer-, radicalised-, postcolonial-, intersectional- and cultural identities.

226

	• Methodological perspectives on identity research
	
	• Identity in organizations, organizational subjects and social positions
	
	• Introduction into personality psychology
	    o personality types
	    o id/ego/superego
	    o attributional styles/locus of control

Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Alvesson, M., Bridgman, T. and Willmott, H. (2009)** (Eds.). *The Oxford Handbook of Critical Management Studies*. Oxford University Press. Ch. 2, 7, 15. **Atewologun, D., Sealy, R. and S. Vinnicombe (2016).** 'Revealing intersectional dynamics in organizations: Introducing 'intersectional identity work' '. *Gender, Work and Organization*, 23(3), pp.223-247. **Bendl, R., Fleischmann, A., Walenta, C. (2008).** Diversity management discourse meets queer theory. Gender in Management: an international Journal, 23, 382–394. **Burr, V. (2015).** *Social Constructionism. Third Edition.* East Sussex and New York: Routledge. Ch. 2-4, 9. **Elraz, H. (2018).** 'Identity, mental health and work: How employees with mental health conditions recount stigma and the pejorative discourse of mental illness'. *Human Relations*, 71(5), pp. 722–741. **Hall, S. (2001).** 'Foucault: power, knowledge and discourse', in M. Wetherell, S. Taylor and S.J. Yates (eds), *Discourse Theory and Practice: A Reader*. London: Sage. [selected chapters]

| | **Hall, S. (2003).** 'The Spectacle of the Other'. Hall, S., Evans, J. and S. Nixon (eds.) (2003). *Representation: Cultural Representations & Signifying Practices. Second Edition.* London: Sage.   [selected chapters]

Kenny, K., Whittle, A. and Willmott, H. (2011). *Understanding Identity & Organisations.* [selected chapters]

West, C. and Zimmerman, D.H. (1987). 'Doing gender', *Gender & Society*, 1: 125- 151.

Wetherell, M. and Talpade Mohanty, C. (2010). *The Sage Handbook of Identities.* Los Angeles: Sage. [selected chapters]

Recommended reading:

Butler, J. (1990). *Gender Trouble: Feminism and the Subversion of Identity*. Oxon and New York: Routledge.

Butler, J. (1992) `Contingent Foundations: Feminism and the Question of ``Post-modernism'' ', In J. Butler and J. W. Scott (eds.) Feminists Theorize the Political. New York: Routledge, pp. 3-21.

Elliott, A. and Gay, P. du (eds.) (2009). *Identity in Question*. Los Angeles: Sage.

Gherardi, S. (1995). *Gender, Symbolism and Organizational Culture*. London: Sage.

Weedon, C. (1987) *Feminist Practice and Poststructuralist Theory*. Oxford: Blackwell.

Wetherell, M and Taylor, S. (2001) *Discourse as Data: A Guide for Analysis.* London: Sage. |

Global Teams and Organizational Cultures

Global Teams and Organizational Cultures	
Status: June 2022	
Modul-Nr. / Code	GLOC

Module title	Global Teams and Organizational Cultures
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. 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 diversity and inclusion cycle and has particular references to the other modules in the diversity cycle (CUPS, DIID, GFEM, DIMP, SCDI, CICA). It is also part of the international business cycle and has particular references to the other modules in this cycle (GECO, TGVC, SUFI, IMAD, CIIB, RAOM).
Person responsible for the module	Prof. Dr. Ella Roininen
Name(s) of the instructor(s)	Prof. Dr. Ella Roininen Bernhard Beck
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 = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
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	Students who have successfully completed this module are able to:

	• understand how organizational cultures, their meanings and interactions are formed, and what is the role of leadership and the manifested values in this.
	• understand how organizational learning happens through sense-making and management actions.
	• reflect on diversity in and of organizational cultures.
	• reflect on how relations of power manifest in the global working space, in team work, the organization's management and dynamics.
	• critically define the term intercultural competence, integrate it into own behavior, understanding the relevant ethical aspects.
	• select appropriate contents and settings for diversity and intercultural training activities in business and organizational environments.
	• apply a constructivist theoretical and methodological approaches to the training.
	• formulate suitable strategies of human resource development in global organizations.
Content of the module	• What is intercultural competence
	• Working in global organisations
	• Organisational power dynamics
	• Managing culturally diverse teams
	• Intercultural training and development activities
	• International HRM
Teaching and learning methods of the module	Interactive lecture.

Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading (provided via Moodle):</u> **Alvesson, M. (2011):** "Organizational culture. Meaning, discourse and identity". In: Ashkanasy, N., Wilderom, C. and Peterson, M. (eds.): *The Handbook of Organizational Cultures and Climate*. Thousand Oaks: SAGE, pp. 11-28. **Barinaga, E. (2007).** ''Cultural diversity' at work: 'National culture' as a discourse organizing an international project group'. *Human Relations*, 60(2): 315–340. **Gregersen-Hermans, J. and Pusch, M.D. (2021).** 'How to design and assess an intercultural learning experience'. In K. Berardo and D.K. Deardoff (eds.). *Building Cultural Competence.* Sterling, VA: Stylys. **Grisold, T. and Peschl, M. (2017).** 'Change from the inside out. Towards a culture of unlearning by overcoming organizational predictive mind'. In N. Tomaschek and M. Unterdorfer (eds.). *Veränderung—Der Wandel als Konstante unserer Zeit*. Münster, DE: Waxmann Verlag, pp. 45-63. **Nathan, G. (2015).** 'A non-essentialist model of culture: Implications of identity, agency and structure within multinational/ multicultural organizations', in International Journal of Cross Cultural Management, 15(1): 101–124 **Salas, E., Salazar, M., Feitosa, J. and Kramer, W. (2014).** 'Collaboration and conflict in work teams'. In B. Schneider and K. Barbera (eds.). *The Oxford Handbook of Organizational Climate and Culture*. Oxford: Oxford University Press, pp. 382-399. **Sorrells, K. (2010).** 'Re-imagining intercultural communication in the context of globalization'. In T.K. Nakayama and R.T. Halualan (eds.). *The Handbook of Critical Intercultural Communication.* Chichester: Wiley-Blackwell, pp. 171-189. **Spitzberg, B.H. and Changnon G. (2009).** 'Conceptualising intercultural competence'. In D.K. Deardoff (ed.). *The SAGE Handbook of Intercultural Competence.* London and Thousand Oaks, CA: Sage.

	Recommended reading:

Relational Practices and Political Philosophy of Resonance, Resistance & Responsibility

Relational Practices and **Political Philosophy of Resonance, Resistance & Responsibility** **Status: September 2021**	
Module-Nr./ Code	REPO
Module title	Relational Practices and Political Philosophy of Resonance, Resistance & Responsibility
Duration of module	Single semester
Course type	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year, 2nd semester
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module IPHI 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 has interconnections to all other modules and specialisations, especially to the modules IPHI and IPWI
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Prof. Dr. Wendelin Küpers
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	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 %
Teaching and learning methods of the module	self-study, interactive seminars, group-work, working with literature, exercises, presentations, thought experiments, debate,
Special features	t.b.d.
Qualification objectives of the module	Students who have successfully participated in this module will be able to • have an advanced understanding of political philosophy of practice as relational • know basics of social philosophy (understanding social contexts for economic, political, legal, moral, and cultural questions, issues, values and institutions) • understand concept and roles of embodied socio-political, communal practices for conviviality and an integral transformation towards sustainability development • recognise the role of pluralistic and socially established values, virtues, shared moral cultures and conviviality • evaluate basic ideas concepts, possibilities and limitations of (responsive) communitarianism, critically • understand the significance of the concept of resonance in relationships and social, organisational, and economic practices • know about a phenomenology of responsivity and recognising constitutive qualities of responsivity in flourishing relationships and cultural contexts • comprehend the integral nexus between responsivity and responsibility • consider the role of constraints, dissonance, asymmetry and resistance as well as formal and informal 'infrapolitics'
Content of the module	• advanced understanding of political and social philosophy • philosophical reflection on social practices • meaning and role of values, virtues, moral culture, conviviality in practice • relevance and qualities of community ("Gemeinschaft") as concept and practice • critical understanding of communitarianism • nexus of resonance and practices • connection between responsivity and integral responsibility • constraints, dissonance resistance and infrapolitics in practice
Literature	**Required reading:**

	Carter, A.; Randle, M. Clark, H. (2013). A Guide to Civil Resistance, A Bibliography of People Power and Nonviolent Protest, Talgarth Brecon; Merlin Press.
	Carter, A. (2012). People Power and Political Change: Key Issues and Concepts, London, Routledge,
	Estlund, D. (2016). The Oxford Handbook of Political Philosophy, Oxford OUP (selected chapters)
	Küpers, W. (2015). Phenomenology of the Embodied Organization - The contribution of Merleau-Ponty for organisation studies and practice, London: Palgrave. (selected chapters)
	Küpers, W. (2015a). Embodied Responsive Ethical Practice: The Contribution of Merleau-Ponty for a Corporeal Ethics in Organisations", Electronic Journal of Business Ethics and Organization Studies (EJBO), Vol. 20(1), 30-45.
	Küpers, W. (2011). Integral Responsibilities for a Responsive and Sustainable Practice in Organizations and Management", 'Corporate Social Responsibility and Environmental Management Journal' 18(3), 137-150.
	Roberts A. (2009). Introduction, Civil Resistance and Power Politics, In: Roberts Adam & Garton Ash Timothy, Civil Resistance and Power Politics: The Experience of Non-violent Action from Gandhi to the Present, Oxford: Oxford University Press).
	Garton A., T. (2009) A Century of Civil Resistance: Some Lessons and Questions, In: Roberts A, Garton AT (eds) Civil resistance and power politics: the experience of non-violent action from Gandhi to the present. pp 371–390Oxford University Press, New York.
	Rosa, H. (2019). Resonance. A sociology of our relationship to the world; Cambridge: Polity. (selected chapters).
	Recommended Reading:
	Anderso, E. (2016). Equality, in Estlund, D. (Editor) 2016 The Oxford Handbook of Political Philosophy, Oxford: OUP.
	Böhm, S., *Spicer*, A. and *Fleming*, P. (2008). Infra-Political Dimensions of Resistance to International Business: A Neo-Gramscian Approach.

Scandinavian Journal of Management, v. 24, n. 3, p. 169-182.

Dryzek, J. Honig, B. and Phillips, A. (2008). The Oxford Handbook of Political Theory, Oxford University Press.

Küpers, W. (2009). Perspective on integral 'Pheno-Pragma-Practice' in organizations. International Journal of Management Practice, 4(1): 27–50.

Küpers, W. (2020). Embodied Inter-Practices in Resonance as New Forms of Working in Organisations, in Aroles, J., Dale, K. & de Vaujany, F. (2020). Experiencing the New World of Work, Cambridge: Cambridge University Press.

Nowicka, M., & Vertovec S. (2014). Introduction: *Comparing convivialities*: *Dreams* and *realities* of *living*-with-*difference*. European Journal of Cultural Studies 17(4), 341–356.

Rosa, H., & Henning, C. (Eds.). (2018). The good life beyond growth: New perspectives. London and New York: Routledge.

Rosa, H., Dörre, K., & Lessenich, S. (2017). Appropriation, activation and acceleration: The escalatory logics of capitalist modernity and the crises of dynamic stabilization. Theory, Culture and Society, 34(1), 53–73.

Schatzki, T. (2002). The Site of the Social: A Philosophical Exploration of the Constitution of Social Life and Change. University Park, PA: The Pennsylvania State University Press.

Schatzki, T., Knorr Cetina, K. & von Savigny, E. (Eds) (2001). The Practice Turn in Contemporary Theory. London: Routledge.

Wenger, E. (1998). Communities of Practice, Meaning, and Identity. Cambridge: Cambridge University Press.

Wise, Amanda, & Noble, Greg (2016). Convivialities: An orientation. Journal of Intercultural Studies 37(5): 423–431.

Political Practices, Social Movements and Civic Engagement (POSO)

<table>
<tr><td colspan="2" align="center">Political Practices, Social Movements and Civic Engagement
(POSO, Pol 2)

Status: September 2021

</td></tr>
<tr><td>Module-Nr./ Code</td><td>POSO</td></tr>
<tr><td>Module title</td><td>Political Practices, Social Movement & Civic Engagement</td></tr>
<tr><td>Study Semester</td><td>2nd semester</td></tr>
<tr><td>Duration of module</td><td>Single semester</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Mandatory</td></tr>
<tr><td>Number of ECTS credits</td><td>5</td></tr>
<tr><td>Total workload and its breakdown (e.g. self-study and contact hours)</td><td>Total workload = 150 hours

(contact hours = 42, self-study = 108 hours)</td></tr>
<tr><td>Hours per week</td><td>3</td></tr>
<tr><td>Applicability of the module to other programs</td><td>This module has interconnections to all other modules and specialisations, especially to the modules INPA and INGO</td></tr>
<tr><td>Entry requirements</td><td>There are no formal requirements for participation in this module, however successful completion of the module INPA is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Michael Zerr</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Dr. Nadja Meisterhans</td></tr>
<tr><td>Teaching language</td><td>English</td></tr>
<tr><td>Assessment type / requirement for the award of credits</td><td>The Assessment type is a Project according to § 10 (8) Course and Examination Regulations for the Master "Social TransFormation: Politics, Philosophy, Economics" (CER); see appendix.</td></tr>
</table>

Weighting of the grade within the total grade	5,0 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to • identify and analyse political phenomena and institutions as socio-cultural and organisational practices (practice turn) • describe and compare history, phases and influences/impacts of various (countercultural and) contemporary social movements in relation to how they carry out, resist, or undo social change • identify and analyse drivers, actors/elements, identity, mechanisms/campaigns, and effects of political practice and social movements • clarify and debate critically relationships between social practices and movements to institutions and neo-institutional theory • differentiate and debate infra-political /practices associated with decentralized, social or protest movements including micro-level subversions, extra-governmental politics/ activities • identify and recognise reasons and practices of dissent and resistance movements • analyse and debate conditions, types, dynamics, results and political and mobilization processes and practices of social movements • compare and discuss how social movements interact and -connect with other actors, especially on an international and global level • recognise and evaluate the role of civil society organizations (in context of globalisation and transnational dimensions)
Content of the module	• Political phenomena and institutions as socio-cultural practice • Role of collective, public emotion, moods (affective communities) for socio-cultural political practices • Role of agenda setting and framing of socio-cultural political practices and movements • Dynamics and power plays and conflicts in collective actions, activism and practice • Resistance practices and movements • Social practices and movement/organisations and institutions/institutionalisation and neo-institutional theory Social movement as specialisation

	- Basics, conditions, types, dynamics, results and political and mobilization processes and practices of social movements (scope, status change, targets, "methods", range) - Interaction and interconnectedness of social movements (nationally and internationally) - Civil society organizations and social enterprises and role of dialogue - Globalisation and transnational social movement organisation (dispersed multiunit)
Teaching and learning methods of the module	Interactive lectures, group work, debates, working with literature, documentary material, case studies, media
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lectures by practitioners and academics
Literature (Required reading/supplementary recommended reading)	**Required reading:** Bevir, M and Rhodes, R A W (2010). The State as Cultural Practice. Oxford: Oxford University Press Erman, E. and Möller N. (2019). The Practical Turn in Political Theory. Edinburgh: Edinburgh University Press Giddens, A. (1984). The Constitution of Society: Outline of the Theory of Structuration. California: University of California Press. Goodwin, J., Jasper, J. (2015). The Social Movements Reader. Cases and Concepts (3rd ed.), Chichester, Wiley Mayer, F. (2014). Narrative Politics: Stories and Collective Action. Oxford: Oxford University Press **Recommended Reading:** *Böhm, S., Dinerstein, A., & Spicer, A. (2010). (Im)possibilities of autonomy social movements in and beyond capital, the state and development. Social Movement Studies, 1(9), 17-32.* *Böhm*, S., *Spicer*, A. and *Fleming, P.* (2008). Infra-Political Dimensions of Resistance to International Business: A Neo-Gramscian Approach. Scandinavian Journal of Management, v. 24, n. 3, p. 169-182

	Crossley, N. (2002). Making Sense of Social Movements, Open University Press
	Davis, G. D. McAdam, W.R. Scott,& M.N. Zald (Eds.), Social movements and organization theory (pp.4-40). Cambridge: Cambridge University Press.
	Della Porta, D. (2014). Methodological Practices in Social Movement Research, Oxford, Oxford University Press
	Della Porta, D., Diani, M. (2017). The Oxford Handbook of Social Movements, Okford, Oxford University Press
	Gramsci, A. (1971). Selections from the prison notebooks. London: Lawrence and Wishart.
	Rao, H., Morrill, C., & Zald, M. N. (2000). Power plays: How social movements and collective action create new organizational forms. Research in organizational behavior, 22, 237-281.
	Scott, J. C. (1985). Weapons of the weak. New Haven: Yale University Press.
	Scott, J. C. (1990). Domination and the hidden arts of resistance: Hidden transcripts. New Haven, CN: Yale University Press.
	Schneiberg, M., & Lounsbury, M. (2008). Social movements and neo-institutional theory: Analyzing Path creation and change. In R. Greenwood, C. Oliver, S. Sahlin- Andersson & R. Suddaby (Eds.), Handbook of Organizational Institutionalism (pp. 650-72). London: Sage.
	Social movement theory https://en.wikipedia.org/wiki/Social_movement_theory

Leading Others: Power, Conflict and Negotiation (POCO)

Leading Others: Power, Conflict and Negotiation **(POCO, Lead 2)** **Status: September 2021**	
Module-Nr./ Code	POCO

239

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	Students who have successfully participated in this module will be able: - to understand the phenomenon of leadership as relationship. - 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.
	- to identify and experience power as an ambivalent, performative, productive and/or destructive moment.
	- to recognize conflicts as ambivalent and to understand the potential destructive force and/or transformational potential of conflicts.
	- to understand the per-formative and transformative power (and weakness) of decisions and policies in particular with regard to power and conflict.
	- to comprehend potentials and limitations of conflict resolution practices such as negotiation, mediation, arbitration and courts ruling.
	- to be able to use forms of nonviolent communication.
	- to apply a variety of negotiation competencies to remedy conflicts, claim interests and create added value sustainably.
	- to integrate ethical issues into leader- and followership practices.
	- to critically reflect on alternative forms of organization and business designed to deal with power and conflict differently.
	- to deal appropriately with various types of (team) conflicts
Content of the module	- Leadership as relationship
	- Phenomenon of Power and its forms and origins
	- Phenomenon of Conflict and its forms and origins
	- Potentials and limitations of decision and policy making (models, theories) in the field of power and conflict
	- Negotiation, Mediation, Arbitration and Courts as form of civilized conflict resolution
	- Competent sustainable value creating Negotiation
	- Non-violent communication
Teaching and learning methods of the module	- "Literature Laboratory" (presentations and discussions)
	- Simulations
	- Role-plays
	- Case Studies
	- Interactive presentations
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Invited guest speakers, simulations, real-life case studies

Literature	**Required reading:**
(Required reading/supplementary recommended reading)	- Bercovitsch, J. and Jackson, R. (2009). Conflict Resolution in the 21st Century: Principles, Methods, and Approaches. Ann Arbor: University of Michigan Press. - French, J. and Raven, B. (1959). The Bases of Social Power. In Studies in Social Power, D. Cartwright, Ed., pp. 150-167. Ann Arbor, MI: Institute for Social Research. - Ladkin, D. (2008) Rethinking Leadership: A New Look at Old Leadership Questions Cheltenham: Elgar. - Malhotra, D. (2016), Negotiating the Impossible. How to break deadlooks and resolve ugly conflicts, Harvard Business School - Miall, H. (2004). Conflict Transformation: A Multi-Dimensional Task, Berghof Foundation Handbook in A. Austin, M. Fischer and N. Ropers, eds, Transforming Ethnopolitical Conflict: The Berghof Handbook. Berlin: VS Verlag fur Sozialwissenschaften. - Rosenberg, M. (2015). Nonviolent Communication: A Language of Compassion, 3rd ed. **Recommended reading:** - Berne, E. (1964). Games people play: the psychology of human relationships. New York: Grove Press. - Fisher, R., Ury, W. (2011). Getting to Yes. Negotiating an agreement without giving in, Harvard Business School - French, J. and Raven, B. (1959). The Bases of Social Power. In Studies in Social Power, D. Cartwright, Ed., pp. 150-167. Ann Arbor, MI: Institute for Social Research. - Galtung, J. (1969). Violence, Peace, and Peace Research, in: Journal of Peace Research 6, 3, 167-191. - Galtung, J. (2000). Conflict Transformation by peaceful means. The TRANSCEND Method UN Manual - Hansson, S.O. (1994) Decision Theory. A Brief Introduction Stockholm: Royal Institute of Technology (KTH) http://home.abe.kth.se/~soh/decisiontheory.pdf - Ladkin, D. (2015) Mastering the Ethical Dimension of Organizations. A Self-Reflective Guide to Developing Ethical Astuteness Cheltenham: Elgar - Malhotra, D., Bazermann, M.H. (2008). Negotiation Genius, Harvard Business School

| | • Miall, H. (2004). Conflict Transformation: A Multi-Dimensional Task, Berghof Foundation Handbook
• Ramsbotham, O., Woodhouse, T., Miall, H. (2011). Contemporary Conflict Resolution: The Prevention, Management and Transformation of Deadly Conflicts, 3rd edition. Cambridge: Polity Press.

Literature for Meta-Reflection

• Sumbeiywo, L. (2009). To be a Negotiator: Strategies and Tactics. Center for Security Studies (CSS), ETH/Zürich,
• UN World Health Organization (WHO), Global Status Report on Violence Prevention 2014, New York.
• United Nations (UN Institute for Training and Research, Department of Political Affairs) (2010) Manual for UN Mediators https://peacemaker.un.org/node/1849 |

Alternative Organisational & Socio-Economic Practices (ALSO)

Alternative Organisational & Socio-Economic Practices (ALSO, Eco 2) Status: September 2021	
Module-Nr./ Code	ALSO
Module title	Alternative Organisational & Socio-Economic Practices
Semester	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 module

	INEC 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 has interconnections to all other modules and specialisations, especially to the modules INEC and IPGE
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 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	The Assessment type is a Presentation according to § 10 (7) 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 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to • Identify and evaluate possibilities of alternative (organisational) socio-economic practices • Analyse alternative economic practices as link between individual economic behaviour and macroeconomic conditions reproducing or transforming either one in this process of structuration • Distinguish enabling and constraining factors for heterodox economic practices and reflecting challenges and obstacles/limitations of heterodox economics • comprehend the relevance and implementation of ethics of economics and ethics in organisations • develop ethically based policies, including ameliorative and/or radical, social, and economic ones
Content of the module	• Historically informed, critical understanding meaning and relevance of envisioning "alter-

	native(s)" (vision, utopia, avant-garde, etc) as means for social transformation
	• Possibilities, drivers, obstacles and challenges of organizing alternatives and of inter-organizational collaborations
	• Role of key actors and stakeholders of alternative organisations (government, academic and other institutions, investors and representatives of civil society)Alternative Organisational & Socio-Economic Practices, including:
	o Social & Ecological Entrepreneurship
	o Practices of Self-Sufficiency
	o Practices of Shared-Economy
	o Cooperatives
	o Ethical Consumerism
	o Peer-to-Peer Networks
	o Local Currency/Community Currency
	o Transition Towns
	o Urban Gardening
	• Economy for the Common Good
	• Forms of distributing wealth
	o Nationalization of means of production
	o Social Benefits
	o Wealth Tax
	o Income Tax
	o Unconditional Basic Income
	• Economic Democracy
	o Work Council
	o Unions
	o Worker Cooperatives
	o Open-Source Projects
	o Pluralist Commonwealth
	• Drivers, obstacles, specific features and challenges of and among alternative organizations and of inter-organizational collaborations
	• Possibilities and challenges for 'organizing and institutionalization of alternative economic and organizational practices
	• Ethics in alternative organisations and economic practices
Teaching and learning methods of the module	Interactive lectures, group-work, debate, working with literature, documentary material, case studies, media
Special features	**<u>Case Studies:</u>** **Case of Solidarity Economy**

	Daskalaki, Maria Marianna Fotaki, and Irene Sotiropoulou (2019). Performing Values Practices and Grassroots Organizing: The Case of Solidarity Economy Initiatives in Greece, Organization Studies Vol. 40, No. 11
	Case Fair Trade
	Davies, I. (2009). Alliances and Networks: Creating Success in the UK Fair Trade Market. Journal of Business Ethics, 86 (S1), 109–12.
	Gendron, C., Bisaillon, V., & Rance, A. (2009). "The Institutionalization of Fair Trade: More than Just a Degraded Form of Social Action." Journal of Business Ethics, 86, supplement 1, 63–7.
	Cases community supported agriculture
	Bloemmen, M., Bobulescu, R., Le, N. T., & Vitari, C. (2015). Microeconomic degrowth: the case of community supported agriculture. Ecological Economics, 112, 110-115.
	Rosol, M. (2020). On the Significance of Alternative Economic Practices: Reconceptualizing Alterity in Alternative Food Networks. Economic Geography, 96(1), 52-76.
	Examples (regional cases): - https://www.solawi-karotte.de/ - https://www.hoflebensberg.de/landwirtschaft
Literature (Required reading/supplementary recommended reading)	**Required reading:** • Barkin, D. (2009). Principles for constructing alternative socio-economic organizations: Lessons learned from working outside institutional structures. Review of Radical Political Economics, 41(3), 372-379. • DuRand, C. (Ed.). (2016). Moving beyond capitalism. Routledge. • Kostakis V. and M. Bauwens (2014). Network society and future scenarios for a collaborative economy. UK: Palgrave Macmillan. • Parker, M., Cheney, G., Fournier, V., & Land, C. (Eds.). (2014). The Routledge companion to

	alternative organization. Routledge. (selected chapters)
	• Perkins, P. E. E. (2019). Climate justice, commons, and degrowth. Ecological Economics, 160, 183-190.
	• Tirole, J. (2017). Economics for the common good Princeton, N.J.: Princeton University Press.

Recommended reading:

- Barry, J., & Quilley, S. (2009). The transition to sustainability: Transition towns and sustainable communities. In The transition to sustainable living and practice. Emerald Group Publishing Limited.
- Felber, C. (2019). Change everything: Creating an economy for the common good. Zed Books Ltd.
- Foramitti, J., Varvarousis, A., & Kallis, G. (2020). Transition within a transition: how cooperative platforms want to change the sharing economy. Sustainability Science, 1-13.
- Gebauer, J. (2018). Towards growth-independent and post-growth-oriented entrepreneurship in the SME sector. mrev management revue, 29(3), 230-256.

- Kothari, A., Demaria, F., & Acosta, A. (2014). Buen Vivir, degrowth and ecological Swaraj: Alternatives to sustainable development and the green economy. Development, 57(3-4), 362-375.
- Levi, Y. (2005, August). How nonprofit and economy can co-exist: A cooperative perspective. In ICA XXI International Cooperative Research Conference.
- Mair, J., Rathert, N. (2021): Alternative organizing with social purpose: revisiting institutional analysis of market-based activity, Socio-Economic Review, Volume 19, Issue 2, April 2021, pp 817–836
- Meyer, C., & Hudon, M. (2017). Alternative organizations in finance: Commoning in complementary currencies. Organization, 24(5), 629-647.
- Nirmal, P., & Rocheleau, D. (2019). Decolonizing degrowth in the post-development convergence: Questions, experiences, and proposals from two Indigenous territories. Environment and Planning E: Nature and Space, 2(3), 465-492.
- Ossewaarde, M., & Reijers, W. (2017). The illusion of the digital commons: 'False consciousness' in online alternative economies. Organization, 24(5), 609-628.

	- Parker, M. (2017). Alternative enterprises, local economies, and social justice: why smaller is still more beautiful M@n@gement, vol. 20(4). 418-434. - Rauner-Lange, C. (2018). Post-growth Organisations as Resonant and Reciprocal Social Systems: A Matter of Gratification. mrev management revue, 29(4), 381-404. - Sanna, V. S. (2018). Grassroots initiatives for sustainability transitions: community-wide impacts and economic functioning. management revue, 29(4), 349-380. - Vakkayil, J. (2017) Resistance and integration: Working with capitalism at its fringes, M@n@gement vol. 20(4). 394-417 - Verma, R. (2017). Gross National Happiness: meaning, measure and degrowth in a living development alternative. Journal of Political Ecology, 24(1), 476-490. -

Culture, Markets & Consumption

Culture, Markets and Consumption	
Status: September 2021	
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	☐
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	Students who have successfully participated in this module will be able: - to describe the economy as a cultural phenomenon. - to understand markets as culturally shaped arenas ("markets are conversations"). - to analyze and differentiate between consumption and consumer cultures, taking into account intercultural differences. - 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). - to identify which actors (inter)act in these arenas and what their relationships are with each other. - to effectively apply the "arena, actor, agenda" terms for the analysis of real contexts.
Content of the module	- Consumer culture theory - Objects, exchange, interaction - Signs, symbols, sense - Subjects, society, capital - The social construction of markets and arenas - Material culture and consumer culture- Consumer identity - Liminal consumption - Consumption as political and moral practice - Identifying (hidden) agendas
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

<table>
<tr><td colspan="2" align="center">Governance: Norms, Rules and Rituals

Status: September 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>NORU</td></tr>
<tr><td>Module title</td><td>Governance: Norms, Rules and Rituals</td></tr>
<tr><td>Semester or trimester</td><td>2nd semester</td></tr>
<tr><td>Duration of module</td><td>One semester</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Mandatory</td></tr>
<tr><td>If relevant, course units within the module</td><td>-</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module</td><td>-</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Anthony Teitler</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Prof. Dr. Anthony Teitler</td></tr>
<tr><td>Teaching language</td><td>English</td></tr>
</table>

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 analyze and apply norms, rules, and rituals as management instruments. - to describe how norms are institutionalized in the form of rules and rituals. - to develop governance principles for different types of organizations. - 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. - to identify intercultural differences in the application and effect of norms, rules, and rituals.
Content of the module	- Institutions - The emergence of norms and rules in social communities - Evolution, Institutionalization and Diffusion of Norms - Societal effects of norms - Functions and limitations of normative governance - Governance principles and adaptation - Interpretative approaches to norms and rules - Rituals: performance, orientation, interpretation
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.

Strategic Practice

Strategic Practice	
Status: September 2021	
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	Students who have successfully participated in this module will be able: - 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. - to interpret and evaluate critically the 'classics' of strategy and apply them to generate approaches to current issues. - to understand strategic dynamics and to evaluate the relative strength of different strategic positions as a basis for decisions & actions and examining possible conflicts - to develop own strategies, taking into account their

	practices, processing and effects. - to deal with ambiguities and to think in terms of imperfect solutions for strategic problems,and integrating pre- and arational dimensions.
Content of the module	- Definition, context & contents of strategy - Strategy work, process & strategists - Classical strategic thinkers and designs - Strategic practice(s) as creative action / performance / Strategy-as-Practice - Role of material and symbolic artifacts to strategize - Strategic dynamics & cooperation - Strategy and metaphors & narratives - Pre- and a-rational approaches & competencies: embodied and implicit knowing, intuition, emotions, imagination & dreams
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

<table>
<tr><td colspan="2" align="center">Leading Others: Power, Conflict and Negotiation

Status: September 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>POCO</td></tr>
<tr><td>Module title</td><td>Leading Others: Power, Conflict and Negotiation</td></tr>
<tr><td>Semester or trimester</td><td>2nd semester</td></tr>
<tr><td>Duration of module</td><td>One semester</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Mandatory</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module</td><td>The module is applicable to the Master programs "Master Management" and "Master Social TransFormation: Politics, Philosophy, Economics.</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Michael Zerr</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Vinca Bigo, PhD, Associate Professor

Prof. Dr. Wendelin Küpers</td></tr>
<tr><td>Teaching language</td><td>English</td></tr>
<tr><td>Number of ECTS credits</td><td>5</td></tr>
<tr><td>Total workload and its breakdown

(e.g. self-study and contact hours)</td><td>150 hours, of which 42 are contact hours / 108 self-study hours</td></tr>
<tr><td>Hours per week</td><td>3</td></tr>
<tr><td>Assessment type / requirement for the award of credits</td><td>The Assessment type is a Case Study</td></tr>
</table>

	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	Students who have successfully participated in this module will be able: - to understand the phenomenon of leadership as relationship. - 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. - to identify and experience power as an ambivalent, performative, productive and/or destructive moment. - to recognize conflicts as ambivalent and to understand the potential destructive force and/or transformational potential of conflicts. - to understand the per-formative and transformative power (and weakness) of decisions and policies in particular with regard to power and conflict. - to comprehend potentials and limitations of conflict resolution practices such as negotiation, mediation, arbitration and courts ruling. - to be able to use forms of nonviolent communication. - to apply a variety of negotiation competencies to remedy conflicts, claim interests and create added value sustainably. - to integrate ethical issues into leader- and followership practices. - to critically reflect on alternative forms of organization and business designed to deal with power and conflict differently. - to deal appropriately with various types of (team) conflicts
Content of the module	- Leadership as relationship - Phenomenon of Power and its forms and origins - Phenomenon of Conflict and its forms and origins - Potentials and limitations of decision and policy making (models, theories) in the field of power and conflict - Negotiation, Mediation, Arbitration and Courts as form of civilized conflict resolution - Competent sustainable value creating Negotiation - Non-violent communication
Teaching and learning methods of the module	- "Literature Laboratory" (presentations and discussions) - Simulations - Role-plays

	- Case Studies
	- Interactive presentations
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Invited guest speakers, simulations, real-life case studies

Creative Industries

Innovation, Conflict & Creative Change Status: September 2021	
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	- Students who have successfully participated in this module will be able: - - To analyze specific creative industries and organizations. - To examine various concepts, conditions, and constraints of innovation. - To deconstruct tensions and conflict around change and innovation. - To develop & justify a transition management strategy based in theoretical considerations for a concrete case.
Content of the module	- Socio-Technological Regime - Drivers and Barriers - Lock-In, Path Dependency and Inertia - Niche, Regime, and Landscape - Interests, Institutions, and Ideas - Tensions, Analyses, Choices - Transitions and Change - Transition Management - Niches and Strategic Niche Management - Social-Technological Innovation Systems (STIS) - Multi-Level Perspective - Case Studies in Specific Creative Industries and Organizations
Teaching and learning methods of the module	Interactive seminar Exercises in groups Practical examples and case studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Self-study integrating online components.

Sustainable Urban Development

Sustainable Urban Development: Conflict & Acceptance **Status: September 2021**	
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	Students who have successfully participated in this module will be able to: - differentiate urban development according to dimensions like size, geography, populations and wealth. - identify various urban actors. - scrutinize institutions and institutional settings concerning sustainable urban development. - analyze interaction dynamics and agendas of relevant players. - recognize conflict patterns and observe strategies for acceptance.
Content of the module	- Cities and their (post-)modern narratives - Urban planning schools in changing times - The death of industry and utopianism in urban planning: Situationist disorder - From neoliberalism to gentrification: Limits to postmodernist cities - Beyond modernity: Next cityscapes and new communities
Teaching and learning methods of the module	Interactive seminar, case studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

Diversity & Organziational Culture

<table>
<tr><td colspan="2">Diversity and Organizational Culture

Status: September 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>DORC</td></tr>
<tr><td>Module title</td><td>Diversity and Organizational Culture</td></tr>
<tr><td>Semester or trimester</td><td>2nd semester</td></tr>
<tr><td>Duration of module</td><td>One semester</td></tr>
<tr><td>Course type

(Mandatory, elective, etc.)</td><td>Compulsory Core Elective</td></tr>
<tr><td>If relevant, course units within the module</td><td>☐</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Applicability of the module</td><td>Master Management</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Ella Roininen</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Prof. Dr. Ella Roininen</td></tr>
<tr><td>Teaching language</td><td>English</td></tr>
<tr><td>Number of ECTS credits</td><td>5</td></tr>
<tr><td>Total workload and its breakdown

(e.g. self-study and contact hours)</td><td>150 hours of which 42 are contact hours / 108 self-study hours</td></tr>
</table>

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: - Elaborate on an ontological approach towards diversity, discussing its medial (visibility, conceptual absence, etc.) and epistemological (i.e. post-disciplinary) issues - Develop systematically a communicative construction of reality including major issues (emerging conflicts, arenas, consensus narrative) - Point out and discuss diversity as a phenomenon, social construction and discursive action - Evaluate stereotypes and conflicts as an element of identity and as results of (organizational) learning processes - Apply the related and resulting concepts in organizational arenas and lead these into innovation processes
Content of the module	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 in on dimensions related to organizational cultures: 1) consciousness and capabilities and 2) social norms and deep structures. 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. Specific topics for DORC: - Construction of diversity through an emergent, social action in organizations (interpretative) - Construction of diversity through an ideological, political interaction (inclusion/exclusion processes) - Construction of diversity through discursive action (effects of power and dominance) - Context of diversity, "doing being diverse" as a methodological principle - Intersectional approach to diversity - Theory of gendered organizations Organizational learning, sense-making processes in

	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

Brand Storytelling & Addressing Audiences	
Status: September 2021	
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	Students who have successfully participated in this module will be able: - 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. - to develop brand strategy on the basis of a deep understanding of the consumers' and citizens' needs and organizational identity. - to systematically create brand strategies and to link them to communication - to apply brand strategies on different social arenas. - to diagnose the narrative structure (stories) of brands and integrate them in the brand navigation. - to develop stories in text or image form and to locate them in space
Content of the module	- Methods of market/arena analysis - Basis elements of fundraising - Stakeholder (customers, voters, citizens, donors) need analysis, market segmentation and value proposition - Concepts of brand image, brand identity, reputation and legitimacy - Brand concepts, creative briefs and brand design elements - Brand storytelling and brand narratives - Evaluation of brand performance
Teaching and learning methods of the module	Interactive seminar

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Use of learning platform Moodle Guest speakers from company and non-profit-organizations

Creative Constructions- Performance and Performativity

Creative Constructions: Performance and Performativity	
Status: September 2021	
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	Students who have successfully participated in this module will be able: - to develop an understanding of the concepts of "performance" and "performativity" and their historical development - to relate the idea of "performativity" to social micro-, meso- and macro-phenomena of transformation - to relate the terms "performance" and "performativity" to political, economic and organizational contexts for analytical as well as applied purposes. - to apply the performative turn and the practice turn to various forms of structuration (case studies) - 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

Content of the module	- Definitions and concepts of performance and performativity
	- The "Performative turn" and its genealogy:
	  o Performativity in linguistic theory
	  o Performance as a theatrical concept
	  o Performance and role theory in sociology
	- Performance, performativity and transformation - Cultural Pragmatics and Social Performances
	- Structuration theory
	- Role of Intermediaries
	- Critical Performativity in Management Studies

Teaching and learning methods of the module	Interactive seminar integrating exercises Exercises in groups Case studies Image and film analysis

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Self-study using online components

Global Trade, Challenges & Alternatives

<table>
<tr><td colspan="2">Global Trade, Challenges & Alternatives
Status: September 2021</td></tr>
<tr><td>Module-Nr./ Code</td><td>GTCA</td></tr>
<tr><td>Module title</td><td>Global Trade, Challenges & Alternatives</td></tr>
<tr><td>If relevant, course units within the module</td><td>-</td></tr>
<tr><td>Study Semester (or Trimester)</td><td>2nd semester</td></tr>
<tr><td>Duration of module</td><td>Single semester</td></tr>
<tr><td>Frequency of module</td><td>Once a year</td></tr>
<tr><td>Number of allocated ECTS credits</td><td>5</td></tr>
<tr><td>Total workload and its breakdown (e.g. self-study and contact hours)</td><td>Total workload = 150 hours

(contact hours = 42, self-study = 108 hours)</td></tr>
<tr><td>Hours per week</td><td>3</td></tr>
<tr><td>Course type

(mandatory, elective, etc.)</td><td>Compulsory Core Elective</td></tr>
<tr><td>Applicability of the module</td><td>The module is applicable to the Master programs "Master Management" and "Master Social TransFormation: Politics, Philosophy, Economics.</td></tr>
<tr><td>Entry requirements</td><td>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.</td></tr>
<tr><td>Person responsible for the module</td><td>Prof. Dr. Anthony Teitler</td></tr>
<tr><td>Name(s) of the instructor(s)</td><td>Prof. Dr. Anthony Teitler</td></tr>
<tr><td>Teaching language</td><td>English</td></tr>
<tr><td>Assessment type / requirement for the award of credits</td><td>The Assessment type is a Seminar Paper according to § 10 (3) Course and Examination Regulations for the Master "Management" (CER); see appendix.</td></tr>
</table>

Weighting of the grade within the total grade	5,0 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: - Understand the possibilities and challenges of globalization for corporate strategies, competitive advantages, market development and resource acquisition - Identify and critically evaluate the consequences of the current global trade regime on businesses, employees, communities and natural resources applying Critical Theory - Analyse the impact of the trade policies of China, EU and USA on the Global South - Debate various critiques on Free Trade and Globalization including New Protectionism, tribalization, and the Global Justice Movement - Reflect on the post-colonial/decolonial critique of the current Global Trade regime - Investigate the interconnections between global trade and various phenomena, e.g. poverty & economic exclusion, migration/refugees, gender inequality, climate catastrophe, informal labour & exploitation and global health crises - Apply Critical International Relations Theory (CIRT) on global trade regimes

Contents of the module	- Outsourcing and its Consequences
	- MNCs & Global Trade
	- SME, family businesses & Global Trade
	- Free Trade vs. Fair Trade
	- New Protectionism
	    o USA
	    o Brexit
	
	- Trade Policies of China, EU & USA
	    o Their impact on the global South
	
	- Centre and Periphery between and within countries
	- Global Systems of production and consumption
	- Corporate Expansion
	- Poverty & economic exclusion
	- Migration/refugees
	- Gender Inequality
	- Climate Catastrophe
	- Informal labour & Exploitation
	- Global Health Crisis
	- Anti-globalist movements
	- Labour activism