



BERLIN STUDY SEMESTER

Programme Business Administration (Spring): Module Outlines

Please check at our [Module Overview first](#), which courses will be available for the respective term.

Studium Generale

Berlin as a place of German history, politics and culture

Duration: One Semester	Module N.: 115007/121010
Units: This module is not subdivided	Credits: 1/ 1,5
Language of Tuition: English	Level: Bachelor
Subject Area: Studium Generale	Assessment: Presentation if and / or seminar paper if applicable
Teaching Mode, contact hours: Tutorial (2 SWH = 22 academic units / 45 mins. each = 17 hours)	
Objectives	Foreign students are invited to get acquainted with German history, culture and politics by attending a series of lectures as well as engaging with everyday life and rhythm of contemporary Berlin.
Content	Students are invited to study German society and everyday life in Berlin in several ways as by Dynamic lectures (on German history, culture, and politics); Visits to Berlin institutions of public interest (such as parliament and media); Excursions and walks to important places of historic interest as well as of modern Berlin (architecture; streets; the 'Bayerisches Viertel' around the BSEL; Berlin's industrial past; Berlin in the Cold War; the Brandenburg Gate and the Holocaust Memorial; Berlin's present culture and subcultures).
Recommended literature	to be announced at the beginning of the seminar



German language course for beginners (A-Level)

Duration: One Semester	Module N.: INT-02
Units: This module is not subdivided	Credits: 3
Language of Tuition: German	Level: Bachelor
Subject Area:	Assessment: Written and oral examination (grading ratio 50%)
Teaching Mode, contact hours: 44 academic units / 45 mins. each = 33 hours	
Objectives	After completing the module the students have broadened and deepened their command of the German language. They have developed their written and oral communication skills further. In particular, they have practised using the language in a business context. The goal is to complete the module at the CEF/A1 level in accordance with the recommendations of the ERFA Wirtschaft programme.
Content	<ol style="list-style-type: none">1. Listen and understand simple information about persons and the working environment2. Understand simple written information like appointments and invitations3. Record of short instructions in known speech4. Exercise the ability to ask questions in the known subjects5. Exercise the ability to answer questions in the known subjects6. Write of short messages and e-mails after given samples7. Edit simple notes and texts in the known subject
Recommended literature	Will be announced at the start of the course.



International Service Management (3rd year)

Management

Duration: One Semester	Module N.: BWL-M
Units: Corporate Management, Personnel Management, Controlling	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written examination, seminar paper (if applicable), grading ratio 75:25%.
Teaching Mode, contact hours: Seminar Lecture (5 SWH = 52 academic units / 45 mins. each = 58 hours)	

Objectives

Specialist knowledge and methodology

Students will be able to present and explain the fundamental social scientific concepts, theories and tasks of management. They will be able to identify and assess the challenges and problems associated with leadership in both a national and international context. They will be able to apply the most important principles and practical approaches to the management of people and companies.

Self-development:

Students will develop strategies for influencing the development of company and staff development. They will be able to subject their conceptions of management, co-operation and team-work to critical reflection.

Social skills:

Students will be able to work in a team to solve tasks and defend their positions with arguments.

Content

Company management (including Controlling)

1. Company Management

- Principles: levels and stakeholders, management roles, phases in the management process, current management concepts
- Principles: levels and stakeholders of management, management roles, phases in the management process, current management concepts
- Normative management and corporate governance: stakeholder v. shareholder concepts, responsible company management, elements and systems of corporate governance
- Strategic management: strategy processes and levels, strategic business units, market v. resource-based analyses, strategic options



on the corporate and business level, strategy assessment and implementation (e.g. balanced score card)

- International management: selecting, entering and cultivating the market
- Network-oriented approaches: co-operation, partnerships and strategic alliances

2. Controlling

- Terminology, objectives and concepts of performance management
- Fundamental aspects of operative controlling
- Cost and performance controlling with deviation analyses
- Performance figures and performance figures systems

Leadership

- Meaning, tasks involved and principles of effective leadership
- Management and management success (in various time periods and cultural contexts)
- Motivation and demotivation; the findings of organizational and occupational psychology
- Leading groups and international teams
- Instruments of leadership

Usually the module Company Management contains 22 hours of Controlling.

Recommended literature

General reading:

Northouse, Peter G. Leadership. Theory and Practice. 7. ed. Los Angeles, London 2015.

Draft, R.: *Management*, Cengage Learning 2015.

Further reading:

De Wit, B. / Meyer, R.: *Strategy. Process, Content, Context: An International Perspective*, Cengage Learning, 2010.

Horvath: *Controlling*, Vahlen Verlag.

Oswald, A. / Müller, W.: *Management 4.0. Handbook for Agile Practices*, 2017.



Human Resources Management and Organization

Duration: One Semester	Module N.: BWL-OP
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written Exam, if applicable seminar paper or presentation
Teaching Mode, contact hours: Seminar Lecture (55 academic units / 45 mins. each = 41 hours)	
Objectives	Students will be familiar with the most important concepts and methods of organization design and human resources management. Working in both disciplines they will be able to integrate the latest design principles in comprehensive theoretical relationships and can identify interactions between organization and human re-sources policy issues.
Content	Usually the module Organization and Human Resources Management contains 33 hours of Human Resources Management and 22 hours of Organization. <ul style="list-style-type: none">• The historical development of and most important theoretical approaches to organization research• Concepts and methods for the design of organization structures and processes• The drivers and dynamics of organizational change• Current approaches to organizational science• Theoretical approaches to human resources management• The central functions of human resources management such as human resources planning, procurement, evaluation, development, remuneration and controlling This module does not focus on leadership, which is taught as an independent unit in the Management module
Recommended literature	Robbins, Stephen. P.; Judge, Timothy A.: <i>Organizational Behavior</i> , 17. ed., Pearson 2017. Torrington, Derek; Hall, Laura; Atkinson, Carol; Taylor, Stephen: <i>Human Resource Management</i> , 10. ed., Pearson 2017



Recent Case Studies in International Management

Duration: One Semester	Module N.: IP-V4
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written examination or written examination (75%) and presentation (25%).
Teaching Mode, contact hours: Seminar Lecture (66 academic units / 45 mins. each = 49,5 hours)	
Objectives	<p>Working with knowledge gained from previous modules (see above), after taking this module, students will be able to apply their understanding of international management to recent case studies drawn from the sphere of international business. The case studies used will cover the most pressing up-to-date issues of international business, including the role of digitization, disruptive innovations, and recent protectionist sentiment. The case studies will be drawn from a range of industries, so as to cover the training companies' diverse business and service environment. Case studies may also be drawn directly from the training companies themselves. Students will work on the case studies in teams. Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none">• Creatively apply their international business knowledge to complex real world cases• Use systematic and structured approaches to develop well-grounded solutions to international business case studies• Present their solutions in a professional manner and defend them against critique <p>Work in project teams effectively and efficiently</p>
Content	<ol style="list-style-type: none">1. Case studies prepared individually for each course2. Recent case studies in international management3. Team work on the case studies4. Presentation and discussion
Recommended literature	<p>Bartlett, C.A., & Beamish, P.W. (2018). <i>Transnational Management. Text and Cases in Cross-Border Management</i> (8. ed). Cambridge: Cambridge University Press.</p> <p>Deresky, H. (2017). <i>International Management. Managing Across Borders and Cultures</i> (9. ed.). Harlow: PEARSON.</p> <p>Harvard Business Publishing Education (https://cb-hbsp.harvard.edu/cbmp/pages/content/cases).</p> <p>MIT Sloane School of Management (https://mitsloan.mit.edu/LearningEdge/Pages/Case-Studies.aspx)</p>



International Service Management (2nd year)

Finance and Investment

Duration: One Semester	Module N.: RW-FI
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written Exam
Teaching Mode, contact hours: Seminar Lecture (55 academic units / 45 mins. each = 41 hours)	Module N.: RW-FI

Objectives	Specialist knowledge and methodology Students will receive an in-depth insight into selected areas of investment appraisal and the fundamental aspects of financial management. They will have an advanced in-depth understanding of the fundamental aspects of investment appraisal, company finance and the techniques of financial planning and control and will be able to apply these approaches to specific cases. Students will have an understanding of the specific features and consequences of insolvency law. Social skills: Students will be able to extend their existing business administration understanding in a reflexive fashion and subject it to critical analysis. This means that they will recognize the relevance of the issues which they study in terms of their contribution to stabilizing and developing their company and will be able to integrate this ability both within and outside a company context. Self-development: Students will develop a theoretically-grounded specialist and methodological understanding of the issues in-volved and analytic and problem-solving skills in the specified areas of investment and financial management. This means that they will acquire a qualification that equips them to perform operative and tactical (including strategic) tasks.
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Content	<p>How are financial decisions taken?</p> <ul style="list-style-type: none">• The general principles of investment calculation and finance How can we evaluate the prospects of an investment?•• Investment planning • Statistical procedures and their calculation •• Evaluating payment flows (dynamic procedure)• Investment decisions in a context of insecurity •• The integration of qualitative quantities in investment appraisal <p>How are such investments financed?</p> <ul style="list-style-type: none">• Financial planning and financial analysis• The types and sources of finance• Financial investments and returns <p>What are the fundamentals of insolvency law?</p> <ul style="list-style-type: none">• The fundamental aspects of security management• The differentiation of various insolvency proceedings• The tasks and legal positions of those involved in the proceedings• The determination and analysis of legal problems within the framework of insolvency proceedings, especially with regard to the right of rescission.
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Recommended literature	General reading: Block; S., Hirt, G. and Danielsen, B. <i>Foundations of Financial Management</i> , 17th Edition, McGraw-Hill, 2019. Bodie, Z.; Kane, A.; Marcus, A.: <i>Essentials of Investments</i> , McGraw-Hill Education. 2017 Further reading: Berk, J.; De Marzo, P. <i>Corporate Finance</i> , 2016, Addison Wesley; 4th Edition Brealey, R.; Myers, S.: <i>Principles of Corporate Finance</i> , McGraw-Hill Education. 2013, 11th Edition
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Service Operations

Duration: One Semester	Module N.: DLM-G5
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written Exam and Presentation, grading ration 75:25
Teaching Mode, contact hours: Seminar Lecture (44 academic units / 45 mins. each = 33 hours)	
Objectives	Students will be able to explain the process of service creation and how this procedure can be made more customer-oriented. They will be familiar, and be able to deal with the challenges presented in the typical phases of the service process. They will have an understanding of the methods of capacity and demand management and will be able to apply them to case studies. They will be able to apply selected methods of capacity and demand management to a case study and will be able to maintain the appropriate documentation and present the results.
Content	<ol style="list-style-type: none">1. Basics and strategies<ol style="list-style-type: none">1.1. The characteristics and challenges of service operations1.2. The characteristics and objectives of service operations management1.3. Strategic alternatives (e.g. outsourcing, off-shoring, shared service centres)2. Service operations in the sales phases<ol style="list-style-type: none">2.1. The pre-sales phase (information & knowledge as a core skill), the perception and creation of needs (acquisition), problem analysis2.2. 2.2 The sales phase: selling (service package), negotiating techniques, customer interaction2.3. 2.3 The post-sales phase: customer service, dealing with complaints, customer retention



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3. Processes and process management
 - 3.1. Defining processes, managing processes, tools for process optimization
 - 3.2. Operations processes in the phases of service production
 4. Quality maintenance
 - 4.1. Service quality models
 - 4.2. Service level agreements
 5. Performance management
 - 5.1. Strategic and operative performance management
 - 5.2. Resource management and servicescape
 - 5.3. Capacity management, yield management and queue management
 6. Service productivity: externalization, shared services
 7. Managing internal services
 8. 8. Service operations in selected industries

Recommended literature

General reading:

Fitzsimmons, J. A.; Fitzsimmons, M. J.: *Service Management: Operations, Strategy, Information Technology*, McGraw-Hill, New York, 8. ed. 2013.
Johnston, R.; Clark, G.: *Service Operations Management: Improving Service Delivery*, 4 ed.; Pearson; 2012.

Further reading:

Christensen, J.: *Digital Business*: in *The Digital Age*; BOD; 2015.
Dressler, S.: *Shared Services, Business Process Outsourcing and Offshoring*; Springer; Wiesbaden; 2015.
Evans, P., Gawer, A., 2016: *The Rise of the Platform Enterprise. A Global Survey*; download: http://thecge.net/wp-content/uploads/2016/01/PDF-WEB-Platform-Survey_01_12.pdf; 14.12.16.
Maister, D.H.: *The Psychology of Waiting Lines*, www.davidmaister.com, 2005, download: 13 Aug 2012.
Owusu, G.; et al: *Transforming Field and Service Operations*; Springer; Heidelberg; 2014.
Parker, David W.: *Service Operations Management – The total Experience*; Edward Elgar Publishing; Cheltenham; 2012.
Pepels, W.: *Servicemanagement*, 2. ed; Oldenbourg; Munich; 2012.
Roebuck, K: *BPO - Business Process Outsourcing*; Emero; 2011.
Westerman, G.; et al.: *Leading Digital - Turning Technology into Business Transformation*; Harvard Business Review Press; 2014.
Whitmore, A., et al., 2015: "The Internet of Things – a survey of topics and trends," in: *Information Systems Frontiers*; April 2015; vol. 17, no. 2; pp. 261-274.



Digitization and eServices

Duration: One Semester	Module N.: DLM-G6
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: academic paper (10 pages) + presentation (20 min)
Teaching Mode, contact hours: Seminar Lecture (44 academic units / 45 mins. each = 33 hours)	

Objectives	<p>Students understand the evolution of developed economies towards information societies. They will be able to outline the central concepts that will be discussed in this context (e.g. digitalization, Internet of Things, Big Data, newer understanding of customers) and to apply as well as assess the key control variables of digitalization in the company.</p> <p>The students learn the basics of internet-based business transactions and know the essentials of digital business models and understand their functions. They are able to conceive digital strategies and implement them into the company and learn selected methods and techniques for transforming traditional business processes into digital workflows.</p>
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Content	<ol style="list-style-type: none">1. Background and basic concepts<ol style="list-style-type: none">1.1 Internet of things and services; Industry 4.01.2 Big Data Analysis: Concepts and methods1.3 Cloud Computing: Concepts and examples of cloud delivery models (Infrastructure as a Service; Platform as a Service and Software as a Service)1.4 Basics of eServices und mCommerce1.5 Specific application areas of eServices and mCommerce1.6 Consumer behavior and media use1.7 New ways of customer integration1.8 Digitization in companies and government2. Digital business models and strategies<ol style="list-style-type: none">2.1 Digital business models and smart services2.2 Use cases of business models in different service sectors2.3 Implications for strategic management3. Digital business operations and processes<ol style="list-style-type: none">3.1 Foundations of process management and Internet technologies3.2 Approach for digital transformation in companies3.3 Digitization of processes3.4 Platform models3.5 Digitization techniques and methods3.6 Chances and weaknesses4. Organizational implications5. Case study of development of a digital business model including<ol style="list-style-type: none">5.1 Market and Big Data analysis5.2 Project and risk management
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5.3 eService Design and Engineering: Products, processes, resources, marketing
5.4 Implementation planning
5.5 Final presentation of results of the results of the case study

Recommended literature

General reading:

Bocij, P.: E-Business; 2018: Technology, Strategy and Management. Routledge (C
Chaffey, D.; 2011: E-business & e-commerce management: strategy, implementa
[etc.], Pearson/Financial Times Prentice Hall.
Christensen, J.: Digital Economics; 2016: The Digital Transformation of Global Bu

Further reading:

Bak, O.; 2018: E-Business and Supply Chain Integration: Strategies and Case
Studies from Industry. Kogan Page..
Chaffey, D.; Ellis-Chadwick, F.; 2012: Digital marketing: strategy, implementation
and practice. Harlow [etc.], Pearson.
Nabyla, D.; 2014: Developing Strategic Business Models and Competitive
Advantage in the Digital Sector; IGI Global.
Westerman, G.; et al.; 2014: Leading Digital - Turning Technology into Business
Transformation; Harvard Business Review Press.
Wirtz, B. W.; 2013: Electronic Business, SpringerGabler

Academic Working Practices II

Duration: **One Semester**

Module N.: **SK-04a**

Units: **This module is not subdivided**

Credits: **2**

Language of Tuition: **English**

Level: **Bachelor**

Subject Area: **Business**

Assessment: **Active participation**

Teaching Mode, contact hours: **Seminar Lecture
(22 academic units / 45 mins. each = 16,5 hours)**

Objectives

Working on the basis of existing research, students will develop a research project relevant to the area of business and economics. They will design a suitable investigation design to address their research question in a structured fashion and present it in a focused manner. They will evaluate the strengths and limitations of this design.

Content

Research aims: research in practice, the types of results of applied research (recommendations for action, prototypes, models, concepts) the formulation of research questions. Exactness and practicability, exposé and programme structure. Qualitative methods: demarcation to quantitative methods, the types of qualitative sampling, (interview, observation, case studies), case study selection,



field access and data collection (interviews, observations, documents and artefacts), documentation (protocol, transcription), the quality criteria of qualitative sampling, the analysis of qualitative data (coding), the presentation of results. Quantitative methods: demarcation to qualitative methods, the types of quantitative sampling (questionnaires, observation, secondary data) the design of sampling, the quality criteria of quantitative sampling.

Recommended literature

General reading:

Booth, W. C. et. al. (2016): **The Craft of Research**, Fourth Edition, University of Chicago Press.

HWR – Dep of Cooperative Studies (ed., 2014): *Binding Guidelines for Seminar Papers, Practice Transfer Reports (PTR), Research Projects and Bachelor's Theses*, current edition.

Macgilchrist, F. (2014): *Academic Writing*, UTB, Paderborn.

Myers, M. D. (2020), *Qualitative Research in Business and Management*, Sage, Thousand Oaks

Further reading:

Creswell, J. W. & Creswell, J.D. (2018): *Research Design: Qualitative & Quantitative Approaches and Mixed Methods*, 5th ed, Sage, Thousand Oaks.

Merriam, S. B. & Tisdell E. J (2015): *Qualitative Research: A Guide to Design and Implementation*, Jossey-Bass, San Francisco.

Intercultural Skills

Duration: **One Semester**

Module N.: **SK-04b**

Units: **This module is not subdivided**

Credits: **1**

Language of Tuition: **English**

Level: **Bachelor**

Subject Area: **Business**

Assessment: **Active participation**

Teaching Mode, contact hours: **Seminar Lecture
(22 academic units / 45 mins. each =16,5 hours)**

Objectives

Students will obtain an overview of intercultural approaches and research. They will be able to identify stereotypes and will be familiar with the concept of attributions and its role in an intercultural context. Students will be familiar with the concept of culture, the cultural self and the origins of both cultures, sub-cultures, and will develop cultural sensitivity. They will be able to assume different perspectives and judge conflicts based on cultural differences. Students will be familiar with different types of communication and understand their effects on intercultural communication. They will be able to apply and interpret different communication methods in a business context and be able to identify, judge and overcome



potential misunderstandings. They will be able to integrate into another culture and to adapt to a multicultural (working) environment.

Content

- Culture: definition, layers, dimensions, cultural models
 - The influence of culture on communication, leadership, teamwork and motivation; the challenges presented by multicultural teamwork
 - Intercultural negotiations and mediation techniques
 - Cultural adaptation and integration, culture shock
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Recommended literature

General reading:

- Deardorff, Darla K. (2013): *The Sage handbook of intercultural competence*, 2013.
- Bennett, M. (2013): *Basic Concepts of Intercultural Communication*, Intercultural Press, 2013.
- Maude (2016): *Managing Cross-Cultural Communication: Principles and Practice*, 2. ed., Palgrave.

Further reading:

- Adler, N. J.; Gundersen, A. (2008): *International dimensions of organizational behavior*, 5. ed, International ed, Cengage Learning Services, Cincinnati, 2008.
 - Hall, E. T.; Hall, M. R. (2000): *Understanding Cultural Differences. Germans, French and Americans*, Intercultural Press, Yarmouth Maine, 2000.
 - Hofstede, G.; Hofstede G. J. & Minkov, M. (2010): *Cultures and Organizations: Software of the Mind*. 3. ed, McGraw-Hill USA, 2010.
 - House, R.; Hanges, P. M.; Javidan, M.; Dorma, P.; Gupta, V. (2004): *Culture, Leadership, and Organizations: The Globe Study of 62 Societies*, Thousand Oaks CA: Sage Publications, 2004.
 - Trompenaars, F.; Trompenaars, A. (1998): *Riding the Waves of Culture: Understanding Cultural Diversity in Global Business*, 2. ed, B&T, London, 1998.
 - Kluckhohn, F.; Strodtbeck, F. L. (1973): *Variations in Value Orientations*, Greenwood Press, London, 1973.
 - Triandis, H. C. (1995): *Individualism and collectivism*, Westview Pr, Boulder CO, 1995.
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Elective Modules

Business English

Duration: One Semester		Module N.: SP-401-31
Units: This module is not subdivided		Credits: 5
Language of Tuition: English		Level: Bachelor
Subject Area: Business		Assessment: Written and oral examination (grading ratio 50%)
Teaching Mode, contact hours: Seminar Lecture (77 academic units / 45 mins. each = 50 hours)		
Prerequisites for Participation	High School/Baccalaureate-level of English, minimum lower intermediate level, B1 CEF Placement test Business English	
Objectives	The students are able to plan and conduct business meetings. They have gain basic knowledge in conducting negotiations. They know the basic presentation techniques and their use. They can produce job application documents and prepare for job interviews.	
Content	Authentic written and audio texts from the areas of management, production, financing and economics provide the basis for strengthening students' written and oral skills. Students learn the principles of written communication after British and American standards, in particular in the form of letters, e-mails, summaries and articles. They practice presentation techniques in English.	
Recommended literature	Cotton, D. et al.: <i>Market Leader</i> , Pearson Education Ltd 2006. Michler, F.; Welt, S.: <i>Industry Matters</i> , Cornelsen Verlag 2002. Payton, C.: <i>How to Pass English for Business</i> , Logophon Verlag 2008.	



Social Innovation

Duration: One Semester	Module N.: WPF-SI
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written and oral examination (grading ratio 50%)
Teaching Mode, contact hours: Seminar Lecture (77 academic units / 45 mins. each = 50 hours)	
Objectives	Students discern the importance of effecting innovation towards resolving societal problems. They become familiar with methods of identifying and describing societal problems and can use creativity techniques in goal-oriented ways. They study the concepts of Design Thinking and Lego Serious Play as a means of developing innovation-oriented competencies. They are able to convert an idea into a comprehensive business plan and present it persuasively.
Content	<ul style="list-style-type: none">• Definition, types and societal/entrepreneurial importance of innovation; social innovation and „Social Impact“; social settings and conditions (Social Capital)• Fundamentals of Innovation Management• Processes and methods of social organization; Open Innovation and stakeholder integration• Creativity techniques and competencies (Design Thinking & Lego Serious Play, among others)• Innovation implementation and Entrepreneurship• Elements of a business plans / Business Model Canvas Project work: The implementation of an idea aimed towards solving a societal or ecological problem.
Recommended literature	General reading: Ferragina, E. (2012) "Social Capital in Europe", Edward Elgar, Cheltenham / Northampton Grisolia F. and Ferragina, E. (2015) "Social Innovation on the Rise: yet another buzzword in a time of austerity1?", Salute e Società 1 (2015), 169-179. Mulgan G., Tucker S., Rushanara A., Sanders B. (2007). Social Innovation. What it is, why it matters and how it can be accelerated. London: The Young Foundation. Murray R., Caulier-Grice J., Mulgan G. (2010). The Open Book of Social Innovation. London: The Young Foundation and Nesta. Westley, F., McGowan, K., Tjornbo, O. (2017). The Evolution of Social Innovation. London. Edward Elgar Press



Further reading:

Hubert A. (ed.) (2010). Empowering People, Driving Change: Social Innovation in the European Union. Brussels: BEPA – Bureau of European Policy Advisers.

Mercator Forscherverbund (2012), Sozialunternehmer – Chancen für soziale Innovationen in Deutschland.

Westley, F, Zimmerman, G., Patton, MQ (2006). Getting to Maybe: How the World is Changed. Toronto Random House

Consulting

Duration: **One Semester**

Units: **This module is not subdivided**

Language of Tuition: **English**

Subject Area: **Business**

Module N.: **DL-402-12**

Credits: **5**

Level: **Bachelor**

Assessment: **Written Exam, if applicable seminar paper or presentation**

Teaching Mode, contact hours: **Seminar Lecture
(77 academic units / 45 mins. each = 58 hours)**

Objectives	In this module, students gain an overview of the structure and importance of the consulting sector. They become acquainted with the fundamental strategies and positioning options of consulting companies. They understand the stages and steps of a consulting project, from initial acquisition to successful completion. The students learn how to work with key concepts, methods and tools required in consulting and can apply these in specific case studies.
Content	<ol style="list-style-type: none">1. The consulting market (trends, approaches, consultant profiles)2. The marketing side of consulting (initial contact and acquisition)3. Joint definition of the problem (actual state analysis and project goal-setting)4. Problem-solving (the creative process, development of a target concept, presentation)5. Ongoing implementation (project work, dealing with drawbacks, quality assurance)6. Project completion and assessment7. Confidence-building and relationship management8. The most important concepts, methods and tools.
Recommended literature	Chereau, Philippe & Meschi, Pierre-Xavier Strategic Consulting: Tools and Methods for Successful Strategy Missions, Cham, Switzerland, Palgrave Macmillan. 2018 FAZ-Institute, Consulting, Consulting 2014, Jahrbuch der Unternehmensberatung, Frankfurt, 2013 Weinberg, G. M.: Secrets of Consulting: a guide to getting and giving advice successfully, Dorset House, New York, 1985.



Worldwide Management Consulting Services Industry Report. 2018, Barnes Reports, 2017.

Change Management

Duration: One Semester	Module N.: WPF-CM
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written exam (100%) or written exam and (presentation or written assignment), with assessment ratio 75:25.
Teaching Mode, contact hours: Seminar Lecture (77 academic units / 45 mins. each = 58 hours)	

Objectives	<p>On completing this module, students</p> <ul style="list-style-type: none">• have a sound understanding of the importance of change from a psychological, economic and sociological perspective;• are sensitized to internal resistance to change and to ways of handling such resistance;• are familiar with basic approaches and instruments relating to Change Management as well as their respective application conditions;• can evaluate various change strategies according to economic and social criteria;• are able to develop case-specific and well-substantiated procedural concepts, using a balanced mix of suitable change instruments; <p>can actively shape change processes, communicate these compellingly and gain support for proposed changes from others.</p>
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Content	<ol style="list-style-type: none">1. Terms, examples and the nature of organizational change2. Organizational Change development model3. The willingness to embrace change on the part of organizations (as key factor)4. The management of planned change in organizations<ol style="list-style-type: none">4.1. Success factor 1: explain necessity
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- 4.2. Success factor 2: impart the aim
 - 4.3. Success factor 3: use existing strengths
 - 4.4. Success factor 4: make successes visible
 - 4.5. Success factor 5: provide top-level drive/initiative
 - 4.6. Success factor 6: win over those affected
 5. The interplay between increasing willingness to embrace change and managing a planned change
 6. Case studies
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Recommended
literature

General reading:

Hayes, J.: The Theory and Practice of Change Management, London, 5. Aufl., 2018.

Further reading:

Burke, W.W.: Organizational Change – Theory and Practice, Thousand Oaks, 5. Aufl., 2018.

Gibbons, P.: The Science of Organizational Change, ohne Ort, 2019.

Lewin, K.: Frontiers in Group Dynamics, in: Human Relations 1947, 1(1), S. 5-41.

Van de Ven, A.H./Poole, M.S.: Explaining Development and Change in Organizations, in: The Academy of Management Review, 1995, 20(3), S. 510-540.
