Module Handbook

for the Master Degree Programme
Management, Leadership, Innovation
PO 2024

Stand: 28.02.2024
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## Study Plan Management, Leadership, Innovation, M.A.

<table>
<thead>
<tr>
<th>Semester</th>
<th>Module-Nr.</th>
<th>Module Description</th>
<th>Credit Points (ECTS)</th>
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<td>B 04</td>
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<td>MA E 01</td>
<td>Advanced Innovation and Leadership Studies</td>
<td>10</td>
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<tr>
<td></td>
<td>MA E 02</td>
<td>Founding and Managing Startups: The New Venture Technology Project</td>
<td>10</td>
</tr>
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<td></td>
<td>MA E 03</td>
<td>Sustainable Innovation Managing &amp; Circularity</td>
<td>4</td>
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<td><strong>Total:</strong></td>
<td><strong>30</strong></td>
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<tr>
<td>2</td>
<td>B 07</td>
<td>Überfachliche Qualifikationen*</td>
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<td></td>
<td>MA E 04</td>
<td>International Business and Strategic Collaboration</td>
<td>8</td>
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<tr>
<td></td>
<td>MA E 05</td>
<td>Global Trends and Technology Assessment</td>
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<tr>
<td></td>
<td>MA E 06</td>
<td>Applied Data Analysis</td>
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<td><strong>Total:</strong></td>
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<td>3</td>
<td>MA E 07</td>
<td>Practical Study Phase</td>
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<td>4</td>
<td>MA E 08</td>
<td>Practice Project</td>
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<tr>
<td></td>
<td>MA E 09</td>
<td>Scientific Publishing</td>
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<td>TH</td>
<td>Master-Thesis</td>
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<td></td>
<td></td>
<td><strong>Total:</strong></td>
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<tr>
<td></td>
<td></td>
<td><strong>Overall:</strong></td>
<td><strong>120</strong></td>
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</table>

*Elective Module
Module B 04 Unternehmensführung/ Internationales Management

Overview

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Semester of study</th>
<th>Frequency of offer</th>
<th>Duration</th>
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</thead>
<tbody>
<tr>
<td>B 04</td>
<td>180 h</td>
<td>6 CP</td>
<td>1st Semester</td>
<td>Each winter term</td>
<td>1 Semester</td>
</tr>
</tbody>
</table>

Module supervisor

Prof. Dr. Nicole Krautkrämer-Merkt

Lecturers

Dr. Silke Göddertz

Prof. Dr. Nicole Krautkrämer

Dipl.-Bw. (FH) Georg Reifferscheid

Type of module

Mandatory

Event type

seminar-based teaching with integrated exercise

Contact hours

96 h

Self study

84 h

Planned group size

c. 60-80 Stud.

Language

German/English

Module use

Master’s Program in Management, Leadership, Innovation

Master’s Program Sportmanagement

Master’s Program BWL GuS/LEB

Learning outcomes and competencies

In this module, students focus on corporate leadership (management) as a creative and steering activity at the meta-level of entrepreneurial task fulfillment. They focus on solving problems and making decisions under complex conditions, in addition to a strong personal tolerance for ambiguity, a high degree of understanding of the specifics of the leadership role and a practiced use of methods and instruments for acting under pressure. Current developments such as internationalization, the transformation of highly developed industrial nations into a knowledge society, the dissolution of individual company boundaries and the flexibilization and virtualization of operational performance must be reflected in their challenges and integrated into the creative actions of managers.

The focal points within this module aim primarily to improve the participants’ method and problem-solving competencies. They should develop a sense for the peculiarities of leadership actions at the meta-level and gain confidence in handling complex problem situations through exercises. Furthermore, they should define their own positions through a critical engagement with current developments in management and learn to argue them into discussion and decision-making processes.

Acquisition of competencies

<table>
<thead>
<tr>
<th>Learning Target Level</th>
<th>Learning Target Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social and Communication competence</td>
<td>Students are able to</td>
</tr>
<tr>
<td></td>
<td>• contribute to group discussions and general debates, individual or group presentations and pitches</td>
</tr>
<tr>
<td></td>
<td>• communicate and exchange knowledge interdisciplinary</td>
</tr>
<tr>
<td></td>
<td>• hold group work and exercises</td>
</tr>
<tr>
<td></td>
<td>• hold presentations and discussions confidently</td>
</tr>
<tr>
<td>Knowledge acquisition</td>
<td>Students are aware of</td>
</tr>
<tr>
<td></td>
<td>• key fundamental concepts and theories in leadership research.</td>
</tr>
<tr>
<td></td>
<td>• methods and findings of leadership research.</td>
</tr>
<tr>
<td></td>
<td>• principal concepts of corporate and social responsibility.</td>
</tr>
<tr>
<td>Knowledge enhancement</td>
<td>Students enhance their knowledge by</td>
</tr>
</tbody>
</table>
- reading selected literature and case studies.
- deepening of knowledge through group work, practical examples, online self-tests.

### Instrumental competence

Students are able to
- implement of theories, concepts, and tools using specific examples and practice exercises.
- utilize problem-solving methods and decision-making techniques.
- discuss and analyze trends.

### Systemic competence

Students recognize and evaluate
- assessment of specific management and leadership situations.
- necessity of reflection, regarding the relevance of personal values and their influence on decisions in a leadership context, especially concerning the handling of ethical dilemma situations.

### Key skills taught

Professional, methodical and social competences. Problem structuring/problem solving, reception of scientific texts and methods, theory-practice transfer.

### Contents

- General aspects of ethics and business and the understanding of the concept of Corporate Social Responsibility (CSR)
- Discussion of ethical dilemmas and challenges from a micro- and macro-perspective
- Discussion of moral solutions and the process of ethical decision-making on an individual basis
- Discussion of the challenges of values-based individual decision making within the business system and different cultural settings
- focus of entrepreneurial activities
- sales/distribution vs. marketing marketing strategy
- strategic planning
- LEAN in a non-serial production process
- Traditional leadership and motivation theories.
- Current developments in leadership research (e.g., shared leadership).
- Effectiveness of leadership styles.
- Agile corporate leadership and ambidexterity.
- New Work: democratization, participation, and autonomy.
- Selection and application of leadership styles.
- Utilization of leadership instruments (e.g., goal setting, work design, communication skills).
- Ethical aspects of leadership.

### Teaching forms

Lectures, group work, presentations, case studies, discussions. Independent literature study and preparation for face-to-face sessions with question rounds, exercises, and case studies, online self-assessment tests, guest lectures for theory-practice transfer.

### Participation requirements

**Formal:** Registered student at the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master's program “Management, Leadership, Innovation”

**Content-based:** None

### Type of examination

Portfolio audit.

### Assessment

Prerequisite for the awarding of ECTS credits is the passing of the examination performance for the module.
This is generated from the individual elements of the portfolio examination, which are equally weighted in the module evaluation. There are no pass limits based on the individual elements of the portfolio exam.

The module is included with 6 ECTS in the total of 120 ECTS credits.

**Literature references**


Further literature references can be found on Open OLAT.
## Module M A E 01 Advanced Innovation and Leadership Studies

### Overview

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Semester of study</th>
<th>Frequency of offer</th>
<th>Duration</th>
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<tbody>
<tr>
<td>M A E 01</td>
<td>300h</td>
<td>10 CP</td>
<td>1st Semester</td>
<td>Each winter term</td>
<td>1 Semester</td>
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</table>

**Module supervisor**

Prof. Dr. Fee Steinhoff

**Lecturer**

Prof. Dr. Fee Steinhoff

### Type of module

<table>
<thead>
<tr>
<th>Type of module</th>
<th>Event type</th>
<th>Contact hours</th>
<th>Self study</th>
<th>Planned group size</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td>seminar-based teaching with integrated exercise</td>
<td>80h</td>
<td>220h</td>
<td>ca. 20 students</td>
<td>English</td>
</tr>
</tbody>
</table>

### Module use

Master-Program Management, Leadership, Innovation

### Learning outcomes and competencies

In this module, MLI students focus on achieving specific learning outcomes and developing key competencies in the context of advanced innovation and leadership studies. Participants will acquire skills needed to proficiently plan and implement innovation experience management projects and to practice innovation leadership & coaching.

Specific practical experience is provided by a self-chosen user research project, self-reflecting leadership practices and the execution and reflection on an own coaching session.

The group-based learning approach in the module fosters the development of competencies in knowledge acquisition, exchange and collaboration within diverse groups. Throughout the course, the teams receive individual coaching reflecting their project management skills, communication & presentation styles and project outcomes.

### Acquisition of competencies

<table>
<thead>
<tr>
<th>Learning Target Level</th>
<th>Social and Communication competence</th>
<th>Course contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Students are able to</td>
<td>contribute to group discussions and general debates, individual or group presentations and pitches, communicate and exchange knowledge interdisciplinary</td>
</tr>
</tbody>
</table>

| Knowledge acquisition |
|-----------------------|-------------------------------------|------------------------------------------------|
| Students are aware of | main concepts within innovation and leadership research, methods and case studies focusing on innovation related management, processes and cultures, recent topics within innovation and leadership practice |

| Knowledge enhancement |
|-----------------------|------------------------------------------------|
| Students enhance their knowledge by | reading and reflecting contemporary studies of selected journals and literature, interdisciplinary discussions |

| Instrumental competence |
|-------------------------|------------------------------------------------|
| Students are able to | transfer innovation, leadership and entrepreneurship concepts on practical settings, apply problem solving management techniques, implement innovation |

| Systemic competence |
|---------------------|------------------------------------------------|
| Students recognize and evaluate | innovation processes from an individual, organizational and network perspective |
Key skills taught

Professional, methodical and social competences, international language and communication skills, analytic skills: problem structuring/problem solving advanced comprehension of scientific and subject-specific literature (concepts, methods and case studies), theory-practice transfer.

Contents

In this module, MLI students are introduced to the most established schools of thought within innovation leadership and innovation management. It responds to the growing importance of issues and phenomena that relate to innovation, which have arisen under the conditions of increasing market dynamics due to globalization and digital transformation. On the basis of current research papers, academic discourse and case studies, students will gain insights in the challenges faced by multinational as well as small and medium-sized businesses (theory-practice transfer). By providing reality based contexts, this module aims at providing students with the basic equipment of concepts within innovation focused theory and practice.

The course consists of 2 parts:
1. Innovation Experience Management and 2. Innovation Leadership & Coaching

1. Course overview “Innovation Experience Management”

Innovation development is probably the most important but also most risky activity within a firm. Across companies many years and millions of dollars are spent developing products or services that on average fail far more often than they succeed. On the other hand, leading companies manage to bring out successful new products with a great innovation experience. The primary purpose of this course is to provide students with an in-depth understanding of current best practices in innovation experience management.

This course examines the strategies, processes, tools and techniques used by leading-edge companies for innovation experience management. Participants will learn about and apply innovative tools including discovery research, value proposition creation, user experience testing and customer experience design. The course reflects the following topics:

- Basics of Innovation Experience Management
- Introduction to the Customers’ World
- Discovery Research & Value Proposition Development
- Basics of User Experience Design
- User Experience Prototyping & Testing
- Customer Experience Management

2. Course overview “Innovation Leadership & Coaching”

Innovation Leadership & Coaching is crucial for future-oriented companies and employees. Companies have to continuously improve and even reinvent their products and services to be successful innovators in the market. But what does that mean for leaders, employees and teams in an organization? Which competencies and mind sets are needed to contribute successfully to innovation projects? And how can teams be best supported so that their innovation goals can be achieved?

The “Innovation Leadership & Coaching” course examines strategies, processes and tools used by leading-edge leaders to drive creativity and innovation. The course reflects the following topics:

- Basics of Innovation Leadership & Coaching
- Self-Reflection “Leadership”
- Coaching: Innovation leaders’ basic competence
- Team coaching: Enabling team work
- Innovation Leadership: Creative Abrasion, Agility & Resolution

### Teaching forms
- Lectures, group work, presentations, case studies

The instruction language is English. Learning is achieved through natural communication, interactive lecturing, independent work on projects as well as group work and presentations. Working with case studies students will actively put their knowledge about Innovation Experience and Leadership into practice.

### Participation requirements

**Formal:** Registered student at the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master's program "Management, Leadership, Innovation"

**Content-based:** None

### Type of examination

Portfolio audit.

### Assessment

Prerequisite for the awarding of ECTS credits is the passing of the examination performance for the module.

This is generated from the individual elements of the portfolio examination, which are equally weighted in the module evaluation. There are no pass limits based on the individual elements of the portfolio exam.

The module is included with 10 ECTS in the total of 120 ECTS credits.

### Literature references

Slide scripts, journal articles and case materials will be provided.

Exemplary recommendations for further reading Innovation Experience Management:


Exemplary recommendations for further reading Innovation Leadership & Coaching:

Edmondson, A. (2013), Teaming to innovate.


Module M A E 02 Founding and Managing Startups: The New Venture Technology Project

Overview

<table>
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<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Semester of study</th>
<th>Frequency of offer</th>
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<td>10 CP</td>
<td>1st semester</td>
<td>Each winter term</td>
<td>1 semester</td>
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Module supervisor

Prof. Dr. Mareike Heinzen

Prof. Dr. Mareike Heinzen

WiMA Werner Farnung (MsC)

Lecturer

Type of module

Mandatory

Event type

seminar-based teaching and workshops

Contact hours

96h

Self-study

204h

Planned group size

cia. 20 Stud.

Language

English

Module use

Master's Program in Management, Leadership, Innovation

Learning outcomes and competencies

In this module, MLI students focus on achieving specific learning outcomes and developing key competencies. The module centers around the complete product development process, starting with customer-centered scouting and ideation. Participants will acquire the skills needed to proficiently design, iterate, and manage new technologies while also gaining the ability to innovate (digital and technological) business models and finalize comprehensive business plans. This practical experience is provided through the New Venture Technology Project, which is open to students from both the management and mathematics faculties and replicates real-world business practices.

This interdisciplinary approach fosters the development of competencies in knowledge exchange and collaboration within diverse groups. Students are actively encouraged to collaborate with peers from different disciplines, enabling them to enhance their abilities to share ideas and approaches effectively. Throughout the product development journey, interdisciplinary teams receive training through targeted impulse workshops and benefit from individual coaching by subject matter experts, also from outside the university.

To successfully complete this module, students are required to translate their technical ideas into pitches and present them to the lecturers, investors, engineers, and other experts from outside the university. This process aligns with the module's focus on learning outcome that students have experienced to simulate a startup-foundation and the cultivation of competencies, such as interdisciplinary communication skills, that are required within that journey.

Acquisition of competencies

<table>
<thead>
<tr>
<th>Learning Target Level</th>
<th>Course contribution</th>
</tr>
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<tbody>
<tr>
<td>Social and communication competence</td>
<td>Students are able to</td>
</tr>
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<td></td>
<td>• contribute to group discussions and general debates, individual or group presentations and pitches.</td>
</tr>
<tr>
<td></td>
<td>• communicate and exchange knowledge interdisciplinary with mechanical engineers and machine operators (3D printing) and programmers and technicians.</td>
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<tr>
<td>Knowledge acquisition</td>
<td>Students know</td>
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<tr>
<td></td>
<td>• the main concept of idea generation processes.</td>
</tr>
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<td></td>
<td>• concepts, methods, and case studies focusing on innovation management, processes and cultures.</td>
</tr>
<tr>
<td></td>
<td>• the main values of technology management and their interfaces between R&amp;D and management.</td>
</tr>
<tr>
<td></td>
<td>• management styles facilitating entrepreneurial behavior.</td>
</tr>
<tr>
<td></td>
<td>• how to apply product development techniques.</td>
</tr>
</tbody>
</table>
| Knowledge enhancement | Students enhance their knowledge by  
|                       | • critically reading and reflecting contemporary studies and literature of selected journals  
|                       | • learning from an interdisciplinary group through interdisciplinary topics.  
|                       | • discussing their solutions with multi-disciplinary experts (founders, managers, alumni, scientists)  
|                       | • discussing their solutions regularly with interdisciplinary coaches.  |
| Instrumental competence | Students apply  
|                       | • innovation, leadership, and entrepreneurship concepts on practical questions.  
|                       | • problem solving management techniques on practical questions.  
|                       | • agile development techniques to create both technology-driven radical and continuous innovation.  
|                       | • tools and techniques to transform ideas into customer-centered business models  |
| Systemic competence | Students evaluate  
|                       | • innovation processes from an individual, team, organizational and network perspective.  
|                       | • the interdependence between technology and management.  
|                       | • the importance of sustainability in the innovation process.  |

**Key skills taught**

Professional, methodical, and social competences, problem structuring/ problem solving, advanced comprehension of scientific and subject-specific literature (concepts, methods and case studies), theory-practice transfer.

**Contents**

- Technology & Innovation Management
- Design Thinking
- Lean Startup
- Agile Project Development
- 3D Modelling and Printing
- Rapid Prototyping
- App Programming
- Pitch & Business Plan

**Teaching forms**

- Interactive workshops
- Flipped classroom
- Online tutorials
- Practical exercises
- Individual or team level coaching
- CEO-Talks and contact to experts, investors and engineers from outside the university
- Pitch Training

**Participation requirements**

**Formal:** Registered student at the the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master’s program “Management, Leadership, Innovation”

**Content-based:** None

**Type of examination**

Term paper with supplementary oral examination (Business Plan and Pitch @StartupLab)

**Assessment**
Prerequisite for the awarding of ECTS credits is the passing of the examination performance for the module.

The module is included with 10 ECTS in the total of 120 ECTS credits.

**Literature references**


Please find them in Open OLAT.
Module M A E 03 Sustainable Innovation Management & Circularity

Overview

<table>
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<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Semester of study</th>
<th>Frequency of offer</th>
<th>Duration</th>
</tr>
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<tbody>
<tr>
<td>M A E 03</td>
<td>120 h</td>
<td>4 CP</td>
<td>1st Semester</td>
<td>Each winter term</td>
<td>1 Semester</td>
</tr>
</tbody>
</table>

Module supervisor | Lecturer
Prof. Dr. Mareike Heinzen | Manou van Dijk (Research assistant)

<table>
<thead>
<tr>
<th>Type of module</th>
<th>Event type</th>
<th>Contact hours</th>
<th>Self study</th>
<th>Planned group size</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td>seminar-based teaching with integrated exercise</td>
<td>32 h</td>
<td>88 h</td>
<td>ca. 20 Stud.</td>
<td>English</td>
</tr>
</tbody>
</table>

Module use

Master-Program Management, Leadership, Innovation

Learning outcomes and competencies

The module "Sustainable Innovation Management & Circularity" focuses on equipping students with the knowledge and skills to drive sustainable and circular practices within the business environment. Through an interdisciplinary approach, students will explore innovative strategies to reduce waste, promote resource efficiency, and foster environmentally conscious product development. This module delves into the principles of circular economy and its application in diverse industries, enabling students to identify opportunities for sustainable growth and value creation. Participants will engage in case studies and real-world projects, analyzing challenges and formulating sustainable solutions that address the complex global issues of our time. By the end of the course, students will have gained a comprehensive understanding of sustainable innovation management and circularity, empowering them to lead businesses towards more environmentally responsible and socially beneficial practices.

Acquisition of competencies

<table>
<thead>
<tr>
<th>Learning Target Level</th>
<th>Course contribution</th>
</tr>
</thead>
</table>
| Social and Communication competence | Students are able to
- contribute to group discussions and general debates Group work on case studies.
- engage in and discuss case studies and real-world projects together in a team. |
| Knowledge acquisition | Students are aware of
- the main concepts and recent topics within innovation and sustainability research.
- management styles facilitating sustainable behavior.
- how to apply sustainable-orientend product development techniques. |
| Knowledge enhancement | Students enhance their knowledge by
- critically reading and reflecting contemporary studies and literature of selected journals
- discussing their solutions with multi-disciplinary experts (founders, managers, alumni, scientists) |
| Instrumental competence | Students apply
- sustainable-orientend concepts on practical settings.
- problem solving management techniques on practical settings, particularly regarding climate crisis.
- agile development techniques for sustainable-oriented projects. |
### Systemic competence

<table>
<thead>
<tr>
<th>Students evaluate</th>
</tr>
</thead>
<tbody>
<tr>
<td>• sustainable-oriented innovation processes from an individual, team, organizational and network perspective.</td>
</tr>
<tr>
<td>• the interdependence between sustainability and innovation.</td>
</tr>
<tr>
<td>• the importance of sustainability and circularity within the innovation process.</td>
</tr>
</tbody>
</table>

### Key skills taught

Professional, methodical and social competences, international language and communication skills, analytic skills: problem structuring/ problem solving advanced comprehension of scientific and subject-specific literature (concepts, methods and case studies), theory-practice transfer.

### Contents

1. Introduction to Sustainability and Circular Economy
2. Principles and Concepts of Sustainable Innovation
3. Sustainable Product Design and Development
4. Life Cycle Assessment (LCA) and Eco-design Strategies
5. Closed-Loop Supply Chains and Reverse Logistics
6. Circular Business Models and Value Creation
7. Sustainable Materials and Biomimicry
8. Green Technology and Clean Energy Innovations
9. Circular Design Thinking and System Innovation
10. Sustainable Supply Chain Management
11. Circular Product-Service Systems
12. Circular Innovation in the Fashion Industry
13. Circular Cities and Smart Urban Solutions
14. Circular Innovation in Food Systems
15. Social and Environmental Impact Assessment of Circular Initiatives

### Teaching forms

- Interactive seminars
- Flipped classroom
- Online trainings
- Practical exercises

The instruction language is English. Learning is achieved through natural communication, interactive lecturing, independent work on projects as well as group work and presentations. Students will gain learner independence by organizing and documenting their own project and learning process in a portfolio. Working with case studies students will actively put their knowledge about teamwork and leadership into practice. Excursions to exhibitions and to companies.

### Participation requirements

**Formal:** Registered student at the the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master's program "Management, Leadership, Innovation"

**Content-based:** None

### Type of examination

Term paper and oral

### Assessment

Prerequisite for the awarding of ECTS credits is the passing of the examination performance for the module.

The module is included with 4 ECTS in the total of 120 ECTS credits.

### Literature references


Further literature references can be found at Open OLAT.
Partial study plan: Interdisciplinary qualifications / Key Competencies

Overview
One module must be selected. Elective modules according to the examination regulations:

<table>
<thead>
<tr>
<th>B 07 Interdisciplinary qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>..01 International Competencies</td>
</tr>
<tr>
<td>..02 Interdisciplinary Competencies</td>
</tr>
<tr>
<td>..03 Self-competencies</td>
</tr>
</tbody>
</table>

The list of elective modules is not exclusive.

Learning outcomes and skills
By selecting one elective module, students are expected to purposefully deepen their interdisciplinary skills, guided by labor market-specific needs. The practical application within the offered knowledge domains takes a prominent role. This offering ensures that students not only receive comprehensive training in nonprofit, business and industry-specific modules but also acquire additional personal, social, and methodological competencies crucial for a future qualified professional career.

The elective modules primarily focus on strengthening academic skills, communication skills, specific leadership skills and the ability to self-reflect and think and act systemically. They encompass both German and English-language courses and are explicitly oriented toward the international job market in terms of content and methodology. As such, these modules place special emphasis on topics related to cultural diversity, leadership, ethics and technology, transculturality and interdisciplinarity.

Key skills taught
Analytical thinking, the ability to engage in business-oriented thought and action within complex structures, proficiency in incorporating interdisciplinary perspectives and approaches, social and communicative skills, intercultural, international, and diversity-related competencies, the ability to systematically contextualize business practice issues, conflict resolution skills, and ethical competencies in the context of technological developments.

Content
Can be found in the description of the respective modules.

Teaching Forms
Can be found in the description of the respective modules.

Participation requirements
**Formal:** Registered student at the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master's program "Management, Leadership, Innovation"

**Content-based:** None

Type of examination
Can be found in the description of the respective modules.

Assessment
ECTS credits will be awarded on the basis of the successful completion of the module.

The module is included with 7 ECTS in the total of 120 ECTS credits.

Literature references
Can be found in the description of the respective modules.
Module B 07.01 International Competencies

Overview

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Semester of study</th>
<th>Frequency of offer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>B 07.01</td>
<td>210 h</td>
<td>7 CP</td>
<td>2nd Semester</td>
<td>Each summer term</td>
<td>1 Semester</td>
</tr>
</tbody>
</table>

Modul supervisor
Prof. Dr. Magdalena Stülb
Dr. Andreas Wagner
Dipl.-Bw. (FH) Georg Reifferscheid

Lecturer
Prof. Dr. Magdalena Stülb

Type of module
Mandatory

Event type
Seminar-based teaching with integrated exercise

Contact hours
96 h

Self study
114 h

Planned group size
c. 20-25 Stud.

Language
English

Module use
Master's Program in Management, Leadership, Innovation

Learning outcomes and competencies

The module focuses on teaching fundamental and interdisciplinary skills that are essential for both business enterprises and non-profit organizations, particularly in periods marked by economic and socio-political transformations. The learning objectives of this module revolve around three key areas: a) analysing international developments in times of crisis and uncertainty; b) addressing challenges and opportunities related to promoting diversity and equity; and c) enhancing international leadership skills.

This educational module serves to heighten students’ awareness of the social implications stemming from political and economic transformation processes, while highlights individual competence requirements. It actively promotes the development of key international competences, which include digital skills, communication skills, presentation skills, discourse and teamwork skills. As part of the curriculum, students will design, present and document their own international projects. The course aims to broaden students' intercultural awareness and refine their communication skills. Participants will be able to assess and reflect on their own strengths, recognize areas that require further development and engage in theoretical discussions surrounding diversity models in corporate settings and organizational leadership. Case studies will be employed to scrutinize the practical application of these theoretical models.

Acquisition of competencies

<table>
<thead>
<tr>
<th>Learning Target Level</th>
<th>Course contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social and Communication</td>
<td>Students are able to</td>
</tr>
<tr>
<td>competence</td>
<td>• participate in and leading group discussion</td>
</tr>
<tr>
<td></td>
<td>• visualize and presentation of group work results</td>
</tr>
<tr>
<td></td>
<td>• actively manage diversity in groups</td>
</tr>
<tr>
<td></td>
<td>• plan and lead interactive methods</td>
</tr>
<tr>
<td>Knowledge acquisition</td>
<td>Students are aware of</td>
</tr>
<tr>
<td></td>
<td>• relevant theories on globalization and global migration</td>
</tr>
<tr>
<td></td>
<td>• the influence of transnational networks on entrepreneurship</td>
</tr>
<tr>
<td></td>
<td>• key theories of diversity and equity</td>
</tr>
<tr>
<td></td>
<td>• intercultural leadership models</td>
</tr>
<tr>
<td>Knowledge enhancement</td>
<td>Students enhance their knowledge by</td>
</tr>
</tbody>
</table>
Reading current publications in scientific journals
Customized e-Learning, interactive in-class teaching methods and exchange in group discussions
Specialized lectures by guest speakers

Instrumental competence
Students are able
- to apply learned theories on business situations
- to transfer learned concepts and methods on practical settings
- to identify key competencies for specific professional fields
- to identify gaps in skills and know how to train independently

Systemic competence
Students are able to evaluate
- success criteria for international cooperation
- success criteria for diversity and equity in teams
- criteria for successful leadership in international settings

Key Skills taught
Analytical skills, international language and communication skills, social and intercultural competences, diversity competences, international leadership skills, methodological skills, self-management competences

Contents
The module comprises three courses:
1. Advanced International Studies (Stülb)
2. Diversity, Inclusion, Equity (Wagner)
3. International Leadership Skills (Reifferscheid)

In this module, students deal with current global economic and socio-political developments, analyse case-specific challenges on the basis of scientific contributions and learn about future skills models that address employability in volatile times.

Against this background, they learn about the theoretical foundations of diversity in the workplace and the challenge of integrating international employees with different values and lifestyles into functioning teams. They deal with the effects of global inequality structures on the labour market and the social responsibility of companies.

Furthermore, the module provides an understanding of purposeful leadership, its ethical dimensions, and the relationship between leaders and followers in democratic societies. Furthermore, this course will challenge students to craft their own ethical perspective strengthened through critical examination of ethics theory utilizing case studies and real-life examples from practice.

Teaching forms
The instruction language is English. Learning is achieved through natural communication, interactive lecturing, independent work on projects as well as group work and presentations. Students will gain learner independence by organizing and documenting their own project and learning process in a portfolio. Working with case studies students will actively put their knowledge about teamwork and leadership into practice. Online and blended learning elements will be included.

Participation requirements
Formal: Registered student at the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master's program “Management, Leadership, Innovation”
Content-based: None

Type of examination
Portfolio audit

Assessment
ECTS credits will be awarded on the basis of the successful completion of the module. As the examination involves oral presentations as well as term papers, attendance on campus is essential for academic success.

The module is included with 7 ECTS in the total of 120 ECTS credits.

<table>
<thead>
<tr>
<th>Literature references</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up-to-date literature references can be found at Open OLAT.</td>
</tr>
</tbody>
</table>
Modul B 07.02 Interdisciplinary Competencies

Overview

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Semester of study</th>
<th>Frequency of offer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>B 07.02</td>
<td>210 h</td>
<td>7 CP</td>
<td>2nd Semester</td>
<td>Each summer term</td>
<td>1 Semester</td>
</tr>
</tbody>
</table>

Module Supervisor | Lecturer
Prof. Dr. Magdalena Stülb | Dr. Gregor Hecker-Twarsnick
Prof. Dr. Patrick Philipp | Prof. Dr. Magdalena Stülb

<table>
<thead>
<tr>
<th>Type of module</th>
<th>Event type</th>
<th>Contact hours</th>
<th>Self study</th>
<th>Planned group size</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td>Seminar-based teaching with integrated exercise</td>
<td>96 h</td>
<td>114 h</td>
<td>ca. 20-25 Stud.</td>
<td>German / English</td>
</tr>
</tbody>
</table>

Module use
Master’s Program in Management, Leadership, Innovation
Master’s Program Sportmanagement
Master’s Program BWL GuS/LEB

Learning outcomes and competencies

This module encompasses approaches from three scientific disciplines that address complex organizations during periods of rapid change and technological transformations. A. The historical perspective enables the contextualization of current developments and business trends within temporal frameworks. B. The anthropological-communication science perspective highlights the transcultural dimensions of contemporary global economic collaboration. C. Finally, the ethical-technological perspective sharpens awareness of the complexity of the impacts of artificial intelligence on various aspects of life.

This educational module serves to heighten students’ awareness of the social implications stemming from political and economic transformation processes, while highlighting individual competence requirements. It actively promotes the development of key competences, which include digital skills, communication skills, analytical skills, presentation skills, and teamwork skills. The course aims to broaden students’ awareness of different perspectives and approaches on business activities and refine their communication skills. Participants will be able to assess and reflect on their own strengths, recognize areas that require further development and engage in theoretical discussions surrounding participation, leadership, democracy in corporate settings, impacts of technological developments and model of intercultural communication.

Acquisition of competencies

<table>
<thead>
<tr>
<th>Learning Target Level</th>
<th>Course contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social and strategic competence</td>
<td>Students are able to</td>
</tr>
<tr>
<td></td>
<td>• participate in and leading group discussion</td>
</tr>
<tr>
<td></td>
<td>• visualize and presentation of group work results</td>
</tr>
<tr>
<td></td>
<td>• actively manage diversity in groups</td>
</tr>
<tr>
<td></td>
<td>• plan and lead interactive methods</td>
</tr>
<tr>
<td>Knowledge acquisition</td>
<td>Students are aware of</td>
</tr>
<tr>
<td></td>
<td>• relevant theories on organizational participation in historical studies</td>
</tr>
<tr>
<td></td>
<td>• relevant theories on culture and communication</td>
</tr>
<tr>
<td></td>
<td>• recent theories on ethics and technology</td>
</tr>
<tr>
<td>Knowledge enhancement</td>
<td>Students enhance their knowledge by</td>
</tr>
</tbody>
</table>
reading current publications in scientific journals
  
  customized e-Learning, interactive in-class teaching methods 
  and exchange in group discussions
  
  specialized lectures by guest speakers

### Instrumental competence

**Students are able**

- to apply learned theories on business situations
- to transfer learned concepts and methods on practical settings
- to identify key competencies for specific professional field
- to identify gaps in skills and know how to train independently

### Systemic competence

**Students are able to evaluate**

- theories and to critically assess scientific sources
- success criteria for intercultural communication in business
- Scenarios of technological development and its impact on social environments

### Key Skills taught

Analytical skills, international language and communication skills, critical source assessment, methodological skills, skills to evaluate technological developments, self-management competences

### Contents

The module comprises three courses:

1. Participation in historical dimensions (Dr. Gregor Hecker-Twirsig)
2. Artificial Intelligence and ethics (Prof. Dr. Patrick Philipp)
3. Culture and Communication in international business (Prof. Dr. Magdalena Stülb)

Students are introduced to theories of social and operational participation through temporal change and in historical perspective. They learn to contextualize current approaches in their historical development and engage in source-critical work.

Students acquire knowledge about artificial intelligence, its development, and application areas. They delve into ethical discourses surrounding this technology and its impact on society and the economy.

They become familiar with anthropological models of culture and communication, engage in practical intercultural communication, and acquire knowledge of the use of qualitative methods for examining corporate communication.

### Teaching forms

The instruction language is English. Learning is achieved through natural communication, interactive lecturing, independent work on projects as well as group work and presentations. Students will gain learner independence by organizing and documenting their own project and learning process in a portfolio. Working with case studies students will actively put their knowledge about teamwork and leadership into practice. Online and blended learning elements will be included.

### Participation requirements

**Formal:** Registered student at the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master's program “Management, Leadership, Innovation”.

**Content-based:** None

### Type of examination:

Portfolio audit

### Assessment

ECTS credits will be awarded on the basis of the successful completion of the module. As the examination involves oral presentations as well as term papers, attendance on campus is essential for academic success.
<table>
<thead>
<tr>
<th>The module is included with 7 ECTS in the total of 120 ECTS credits.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Suggested Reading</strong></td>
</tr>
<tr>
<td>Up-to-date literature references can be found at Open OLAT.</td>
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</tbody>
</table>
Modul B 07.03 Selbstkompetenzen (Offered in German Language)

Übersicht

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Studiensemester</th>
<th>Häufigkeit des Angebots</th>
<th>Dauer</th>
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<tbody>
<tr>
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<td>210 std.</td>
<td>7 CP</td>
<td>2. Semester</td>
<td>jedes Sommersemester</td>
<td>1 Semester</td>
</tr>
</tbody>
</table>

Modulbeauftragte(r) | Lehrende im Modul
Prof. Dr. Magdalena Stülb | Prof. Dr. Joachim Birzele
Thomas Theuring (Dipl.-Kfm., Konfliktmediator) | Prof. Dr. Magdalena Stülb

Art des Moduls | Veranstaltungsform(en) | Kontaktzeit | Selbststudium | geplante Gruppengröße | Lehrsprache
Wahlpflicht | Seminar mit integrierter Übung | 96 std. | 114 std. | ca. 20-25 Stud. | Deutsch

Verwendung des Moduls
Master-Studiengang Management Leadership Innovation
Master-Studiengang Sportmanagement
Master-Studiengang BWL GuS/LEB

Lernergebnisse und Kompetenzen


Kompetenzerwerb

<table>
<thead>
<tr>
<th>Lernzielstufe</th>
<th>Kursbeitrag</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sozial- und Kommunikationskompetenz</td>
<td>Die Studierenden sind befähigt,</td>
</tr>
<tr>
<td></td>
<td>• Konstruktiv und lösungsorientiert in heterogenen Gruppen zu arbeiten</td>
</tr>
<tr>
<td></td>
<td>• Gruppenergebnisse zielgruppenorientiert aufzuarbeiten, zu visualisieren und zu präsentieren</td>
</tr>
<tr>
<td></td>
<td>• Eigene Erfahrungen kritisch zu reflektieren</td>
</tr>
</tbody>
</table>
• Systemische Perspektiven anzuwenden

**Wissenserwerb**

Die Studierenden kennen

• relevante Theorien zu Kommunikation und Kultur
• systemische Ansätze und Theorien sowie deren Anwendungsbezüge
• Konflikttheorien und deren Implikationen in Organisationskontexten

**Wissensvertiefung**

Die Studierenden kennen

• kulturelle, soziale und organisationale Ebenen der Kommunikation
• interkulturelle Führungstheorien
• Theorien zu Reflecting Teams, Genogrammarbeit und Aufstellungsarbeit
• Modelle zu Konflikteskalationsstufen und Konfliktinterventionen

**Instrumentale Kompetenz**

Die Studierenden können

• theoretischen Kenntnisse auf internationale Kontexte in Unternehmen transferieren
• Theorien in der Fallarbeit und in Gruppenübungen anwenden
• Theorien auf Konfliktsituationen in der Mitarbeiterführung und in der Zusammenarbeit in Teams beziehen

**Systemische Kompetenz**

Die Studierenden sind befähigt,

• interkulturelle berufliche Handlungssituationen zu evaluieren
• Organisationsanalysen durchzuführen
• Reflexivität in Bezug auf Interventionswirkungen umzusetzen

**Vermittelte Schlüsselqualifikationen**

analytische Fähigkeiten, Kommunikationsfähigkeiten, soziale und interkulturelle Kompetenzen, Führungs- und Teamarbeitsfähigkeiten, Konfliktlösefähigkeiten, systemische Kompetenzen

**Inhalte**

Das Modul besteht aus drei Lehrveranstaltungen:

• Praxisbezogene Systemische Grundlagen (Birzele)
• Konfliktmanagement in Organisationen (Theuring)
• Interkulturelle Kompetenz (Stülb)


**Lehrformen**

### Teilnahmevoraussetzungen

**Formale:** Eingeschriebene(r) Studierende(r) am Fachbereich WiSo des RheinAhrCampus für einen Master-Studiengang.

**Inhaltliche:** Das Modul umfasst einen hohen Selbsterfahrungsanteil. Es sollte nur von denjenigen ausgewählt werden, die Fremd- und Selbstreflexion wünschen und zulassen können

### Prüfungsformen:

Lernportfolios

### Bewertung

Voraussetzung für die Vergabe von ECTS-Punkten ist das Bestehen der Prüfungsleistung für das Modul. Das Modul geht mit 7 ECTS in die Gesamtzahl von 120 ECTS-Punkten ein.

### Literaturhinweise


Grossmann, Ralph; Bauer, Günther; Scala, Klaus (2015): Einführung in die systemische Organisationsentwicklung. Carl Auer Verlag.


Den Studierenden werden weitere Arbeitsmaterialien auf OLAT zur Verfügung gestellt.
# Modul M A E 04 International Business and Cooperations

## Overview

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Semester of study</th>
<th>Frequency of offer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>M A E 04</td>
<td>240h</td>
<td>8 CP</td>
<td>2nd Semester</td>
<td>Each summer term</td>
<td>1 Semester</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module supervisor</th>
<th>Lecturer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jens Andreas Faulstich</td>
<td>Jens Andreas Faulstich, Selsela Arya &amp; International Professors</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of module</th>
<th>Event type</th>
<th>Contact hours</th>
<th>Self study</th>
<th>Planned group size</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td>seminar-based teaching with integrated exercise</td>
<td>64h</td>
<td>176h</td>
<td>ca. 20 Stud.</td>
<td>English</td>
</tr>
</tbody>
</table>

## Module use

Master-Program Management, Leadership, Innovation

## Learning outcomes and competencies

The module "International Business and Strategic Collaboration" offers students a comprehensive understanding of the dynamics and complexities of global markets and collaboration. Through a combination of theoretical knowledge and practical case studies, participants will explore key aspects of international business strategies and cross-cultural management. The curriculum also delves into the significance of strategic alliances and international partnerships in fostering successful global operations. By the end of this module, students will be equipped with some of the interpersonal and academic skills and insights necessary to navigate the challenges and opportunities in today's interconnected and diverse global business landscape.

## Acquisition of competencies

**Learning Target Level**

<table>
<thead>
<tr>
<th>Course contribution</th>
<th>Social and Communication competence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students are able to</td>
<td>• Targeted group discussion in mixed teams</td>
</tr>
<tr>
<td></td>
<td>• Controversial debate on academic topics</td>
</tr>
<tr>
<td></td>
<td>• Strategic group work on relevant case studies</td>
</tr>
<tr>
<td></td>
<td>• Effective presentation of individual or team results</td>
</tr>
<tr>
<td></td>
<td>• Planning and realisation of excursions to international companies and institutions</td>
</tr>
<tr>
<td></td>
<td>• Strategic Role Play</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Knowledge acquisition</th>
<th>Students are aware of</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Key concepts of strategic team work and leadership</td>
</tr>
<tr>
<td></td>
<td>• Concepts and methods focusing on strategic management and processes</td>
</tr>
<tr>
<td></td>
<td>• Recent topics within strategic internationalisation and leadership practice</td>
</tr>
<tr>
<td></td>
<td>• Management styles facilitating international entrepreneurial behavior</td>
</tr>
<tr>
<td></td>
<td>• Product development techniques for interculturally mixed teams</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Knowledge enhancement</th>
<th>Students enhance their knowledge by</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Contemporary studies of international journals and literature</td>
</tr>
<tr>
<td></td>
<td>• Blended learning with students from partner universities</td>
</tr>
<tr>
<td></td>
<td>• Talks from international and inter-disciplinary experts (international founders, managers, alumni, guest lecturers)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Instrumental competence</th>
<th>Students are able to</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
- Transfer international innovation, leadership and entrepreneurship concepts into local practical settings
- Apply problem-solving management techniques
- Contribute to the agile development of interculturally diverse projects
- Foster the ideation and implementation of both radical and continuous innovation in international settings

Systemic competence

Students recognise and evaluate

- international innovation processes from an individual, organizational and network perspective
- The interdependence of innovation management and internationalisation

Key skills taught

Professional, methodical and social competences, international language and communication skills, analytic skills: problem structuring/ problem solving advanced comprehension of scientific and subject-specific literature (concepts, methods and case studies), theory-practice transfer.

Contents

1. Introduction to International Business and Globalization
2. Principles of Strategic Collaboration
3. Cultural Dimensions and Their Impact on International Business
4. Theory and practice of Intercultural Negotiation and Conflict Resolution
5. Sustainability in business – comparison of approaches
6. Ethical challenges in global collaboration
7. International Marketing and Global Branding
8. Cultural Intelligence and leading diverse teams
9. Strategic Management of Cross-Cultural Projects and Negotiations
10. Global Supply Chain Management and Logistics
11. Global Corporate Social Responsibility and Ethics
12. Strategic international Business Expansion in Emerging Markets
13. Crisis Management and Risk Mitigation in International Business
14. Future Trends in International Business

Teaching forms

- Interactive seminars
- Flipped classroom
- Online training in conjunction with partner universities
- Practical exercises
- Video-based role plays

The instruction language is English. Learning is achieved through academic discourse, interactive classroom interaction, independent work on projects as well as group work and presentations. Students will gain learner independence by organizing and documenting their own project and learning process in a portfolio. Working with case studies students will actively put their knowledge about intercultural teamwork and leadership into practice. Excursions to exhibitions, international institutions and to companies will support both the training potential and the networking aspects in order to secure sustainable learning outcomes.

Participation requirements

Formal: Registered student at the the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master’s program “Management, Leadership, Innovation”

Content-based: None

Type of examination

Term paper and oral presentation
**Assessment**

ECTS credits will be awarded on the basis of the successful completion of the module. As the examination involves oral presentations as well as term papers, attendance on campus is essential for academic success.

The module is included with 8 ECTS in the total of 120 ECTS credits.

**Suggested Reading**

Up-to-date literature references can be found at Open OLAT.
### Overview

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Semester of study</th>
<th>Frequency of offer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>M A E 03</td>
<td>240h</td>
<td>8 CP</td>
<td>2nd Semester</td>
<td>Each summer term</td>
<td>1 Semester</td>
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</table>

**Module supervisor**

Prof. Dr. Magdalena Stülb

**Lecturer**

Prof. Dr. Magdalena Stülb, Prof. Dr. Christian Ganseuer

<table>
<thead>
<tr>
<th>Type of module</th>
<th>Event type</th>
<th>Contact hours</th>
<th>Self study</th>
<th>Planned group size</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td>seminar-based teaching with integrated exercise</td>
<td>84 h</td>
<td>156 h</td>
<td>ca. 20 Stud.</td>
<td>English</td>
</tr>
</tbody>
</table>

### Module use

Master-Program Management, Leadership, Innovation

### Learning outcomes and competencies

This module provides an in-depth exploration of "Global Trends and Technology Assessment" from the perspectives of Cultural and Social Anthropology, Technology Sociology, and Technology Impact Assessment. The course examines the dynamic interplay between societal developments and technological advancements, with a focus on their cultural and social implications. Key areas of focus include global developments encompassing demographics, digitalization, and sustainability. A wide range of topics will be covered: Social Trends, Work Trends, Mobility Trends, Economic Trends and Natural Resources Trends. Students will examine how these trends intersect with technology adoption in diverse societies, and how cultural and social factors influence this relationship. By considering insights from the aforementioned social science disciplines, students will be equipped to approach technology development and assessment with cultural sensitivity and social responsibility, paving the way for responsible and inclusive technology solutions.

### Acquisition of competencies

<table>
<thead>
<tr>
<th>Learning Target Level</th>
<th>Course contribution</th>
</tr>
</thead>
</table>
| Social and Communication competence | Students are able to  
  • Group discussion  
  • General debate  
  • Group work on case studies  
  • Presentation of individual or group work  
  • Expert Discussions with Guest Speakers |
| Knowledge acquisition | Students are aware of  
  • Understanding main concepts, methods, and case studies within social anthropology and technology sociology.  
  • Knowledge of relevant theories on globalization and deglobalization approaches.  
  • Familiarity with recent trend discourses. |
| Knowledge enhancement | Students enhance their knowledge by  
  • Contemporary studies of selected journals  
  • Customized e-Learning  
  • Guest talks from multi-disciplinary experts (founders, managers, alumni, scientists) |
| Instrumental competence | Students are able to  
  • Application of theory on business situations |
### Key skills taught

Professional, methodical and social competences, international language and communication skills, analytic skills: problem structuring/ problem solving advanced comprehension of scientific and subject-specific literature (concepts, methods and case studies), theory-practice transfer.

### Contents

- Global trends and their impact on social and economic transformation (and vice versa)
- Digital transformation and sustainability
- Threats and opportunities of disruptive technologies

### Teaching forms

- Interactive seminars
- Group-based and individual self-study (flipped classroom)
- Online trainings
- Practical exercises
- Startup/ Trend talks

The instruction language is English. Learning is achieved through natural communication, interactive lecturing, independent work on projects as well as group work and presentations.

### Participation requirements

**Formal:** Registered student at the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master's program “Management, Leadership, Innovation”

**Content-based:** None

### Type of examination

Term paper and oral

### Assessment

Prerequisite for the awarding of ECTS credits is the passing of the examination performance for the module.

The module is included with 8 ECTS in the total of 120 ECTS credits.

### Literature references

Bailey, Ronald; Tupy, Marian L (2020): Ten global trends every smart person should know: and many others you will find interesting Washington, DC: Cato Institute


Further literature references can be found at Open OLAT.
Modul M A E 06 Applied Data Analysis

Overview

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Semester of study</th>
<th>Frequency of offer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>M A E 06</td>
<td>210 h</td>
<td>7 CP</td>
<td>2nd Semester</td>
<td>Each summer term</td>
<td>1 Semester</td>
</tr>
</tbody>
</table>

Module supervisor

Prof. Dr. Florian Smuda

Lecturer

Prof. Dr. Florian Smuda

<table>
<thead>
<tr>
<th>Type of module</th>
<th>Event type</th>
<th>Contact hours</th>
<th>Self study</th>
<th>Planned group size</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td>Lecture with additional exercises</td>
<td>120 h</td>
<td>90 h</td>
<td>ca. 20 Stud.</td>
<td>English</td>
</tr>
</tbody>
</table>

Module use

Master-Program Management, Leadership, Innovation

Learning outcomes and competencies

The module "Applied Data Analysis" offers students practical skills and techniques to effectively analyze and interpret data for decision-making purposes. Through hands-on exercises and real-world projects, participants will learn how to analyze, visualize and interpret data using statistical software. The curriculum encompasses various data analysis methods including descriptive analyses, hypothesis testing, regression analysis, and prediction, to derive meaningful insights and patterns from complex datasets. By the end of this module, students will be equipped with the expertise to make data-driven decisions and leverage data analysis as a powerful tool in various professional settings.

Acquisition of competencies

<table>
<thead>
<tr>
<th>Learning Target Level</th>
<th>Course contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social and Communication competence</td>
<td>Students are able to</td>
</tr>
<tr>
<td></td>
<td>• contribute to group discussions and general debates.</td>
</tr>
<tr>
<td></td>
<td>• present the results of individual data analyses and group work.</td>
</tr>
<tr>
<td>Knowledge acquisition</td>
<td>Students are aware of</td>
</tr>
<tr>
<td></td>
<td>• basic descriptive and inductive statistical methods.</td>
</tr>
<tr>
<td></td>
<td>• different types of data structures.</td>
</tr>
<tr>
<td></td>
<td>• econometric techniques to identify causal relationships between parameters of interest.</td>
</tr>
<tr>
<td></td>
<td>• necessary assumptions to derive unbiased and consistent estimators.</td>
</tr>
<tr>
<td></td>
<td>• specific data- and methodological issues such as endogeneity and heteroscedasticity.</td>
</tr>
<tr>
<td></td>
<td>• how to conduct programming/coding tasks with statistical software (Stata).</td>
</tr>
<tr>
<td></td>
<td>• how to interpret statistical software outputs.</td>
</tr>
<tr>
<td>Knowledge enhancement</td>
<td>Students enhance their knowledge by</td>
</tr>
<tr>
<td></td>
<td>• applying exercises based on real-world datasets.</td>
</tr>
<tr>
<td></td>
<td>• conducting case studies.</td>
</tr>
<tr>
<td></td>
<td>• solving programming/coding tasks in Stata.</td>
</tr>
<tr>
<td>Instrumental competence</td>
<td>Students apply</td>
</tr>
<tr>
<td></td>
<td>• statistical and econometric theory on business situations/problems.</td>
</tr>
<tr>
<td></td>
<td>• coding/programming tasks on real world data sets.</td>
</tr>
<tr>
<td>Systemic competence</td>
<td>Students are able to</td>
</tr>
<tr>
<td></td>
<td>• conduct systematic data analyses.</td>
</tr>
</tbody>
</table>
### Key skills taught

Theoretical knowledge and practical skills to effectively analyze and interpret data for decision-making purposes, Coding/Programming skills in Stata, Critically assessing the results of econometric estimations and data driven predictions.

### Contents

- Basics in Mathematics and Statistics (probability theory, probability distributions, inferential statistics)
- The Multiple Linear Regression Model
- The Linear Probability Model
- Dealing with Heteroscedasticity
- Dealing with Endogeneity
- Specification and Data Problems
- Logit and Probit Models
- Introduction to Panel Data Methods
- Forecasting and Prediction
- Business Problems and Data Science Solutions

### Teaching forms

- Lecture
- General debate and group discussions
- Applied exercises
- Programming tasks
- Group-based and individual self-study

The instruction language is English.

### Participation requirements

**Formal:** Registered student at the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master's program "Management, Leadership, Innovation"

**Content-based:** None

### Type of examination

Written exam with coding part

### Assessment

Prerequisite for the awarding of ECTS credits is the passing of the examination performance for the module.

The module is included with 7 ECTS in the total of 120 ECTS credits.

### Literature references

- Foster Provost & Tom Fawcett (2013): Data Science for Business – What You Need to Know About Data Mining and Data-Analytic Thinking, O’Reilly.
## Overview

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Study semester</th>
<th>Frequency of offer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>M A E 07</td>
<td>900h</td>
<td>30 CP</td>
<td>3rd semester</td>
<td>Summer or winter term</td>
<td>min. 26 weeks</td>
</tr>
</tbody>
</table>

### Module supervisor
- Prof. Dr. Mareike Heinzen

### Lecturer
- All Lecturers as coaches

<table>
<thead>
<tr>
<th>Type of module</th>
<th>Event type</th>
<th>Contact hours</th>
<th>Self-study</th>
<th>Planned group size</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Module use
- Master-Program Management, Leadership, Innovation

### Learning outcomes and competencies

The practical study phase is an important component of the degree program for students. The practical study phase can be carried out as an internship abroad or can be replaced by a semester abroad at a foreign university. The practical study phase can also be replaced by a domestic internship or a foundation phase, provided that a prior 13-week stay abroad can be proven. The practical study phase comprises a period of at least 26 weeks. Students can further develop and deepen their intercultural skills and knowledge during their stay abroad. A special focus is placed on the development of communicative competences. Students learn to deal with other cultures and integrate themselves accordingly. In the study abroad program, the aspect of knowledge transfer is also considered. The students attend previously selected courses at the foreign universities/partner universities to further deepen their specific knowledge in the corresponding fields of activity. The courses to be attended must be directly related to business administration, management, leadership, or innovation. The following competences can be acquired during an internship in a company abroad: During the internship abroad, students gain an insight into the real everyday life of a company. They are actively involved in working life and contribute to the value creation of the company with their work performance. The students should be able to apply and reflect on the competences and theoretical knowledge imparted during their studies in practice. Furthermore, they should acquire relevant practical knowledge that will facilitate a later career entry. Here, it must be proven that the activity of the internship is directly related to business administration, management, leadership, or innovation. If a previous stay abroad of at least 13 weeks can be proven and the students now also want to network in Germany, the practical study phase can in this case also be carried out as a domestic internship or advance their own start-up. Supervision of the practical study phase by professors is necessary in any case. For this purpose, students must contact a professor of their choice who officially accompanies them as a supervisor and is available for questions and reflection during the phase abroad. The supervising person from the university must also be entered in the contract for the practical study phase and notified to the examination office.

### Key skills taught
- Factual and methodological competence, analytical thinking skills, economic thinking and acting, ability to reduce complexity, development of cause-effect relationships, development of alternative courses of action and their evaluation in problem situations, ability to transfer theory to practice, communicative and intercultural skills

### Contents

At least 26-week phase abroad as internship or study abroad at a foreign college/university. Professors are free to arrange supervision according to individual requirements (e.g. to offer attendance events at the university).
<table>
<thead>
<tr>
<th>Teaching forms</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Participation requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Formal:</strong> Registered student at the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master's program “Management, Leadership, Innovation”</td>
</tr>
<tr>
<td><strong>Content-based:</strong> None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of examination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internship with a company at home or abroad: Writing an internship report according to the specifications of the respective supervisor. Proof of activity related to business administration, management, leadership, innovation. Foundation phase: For the evaluation of the foundation phase, formal confirmation of the foundation, participation in idea or equivalent competition as well as a business plan must be submitted. Study abroad at a foreign college/university: Attendance of relevant courses related to business administration, management, leadership and innovation as agreed with the person responsible for the module. Proof of passed examinations and the acquisition of 30 ECTS as well as the preparation of a foreign report according to the specifications of the respective supervisor. The detailed regulations for the practical phase can be found on the website of the examination office: <a href="https://www.hs-koblenz.de/rac/fachbereiche/wiso/pruefungsamt-wiso/master-of-arts/praxissemester-ma/">https://www.hs-koblenz.de/rac/fachbereiche/wiso/pruefungsamt-wiso/master-of-arts/praxissemester-ma/</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prerequisite for the awarding of ECTS credits is the passing of the examination performance for the module. The module is included with 30 ECTS in the total of 120 ECTS credits.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Literature references</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
</tr>
</tbody>
</table>
Modul M A E 08 Practice Project

Overview

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Semester of study</th>
<th>Frequency of offer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>M A E 08</td>
<td>180h</td>
<td>6 CP</td>
<td>4th Semester</td>
<td>Each summer semester</td>
<td>1 Semester</td>
</tr>
</tbody>
</table>

Module supervisor

Prof. Dr. Mareike Heinzen

Lecturer

Prof. Dr. Mareike Heinzen and several coaches

<table>
<thead>
<tr>
<th>Type of module</th>
<th>Event type</th>
<th>Contact hours</th>
<th>Self-study</th>
<th>Planned group size</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td>Consulting project with real practice problem</td>
<td>80h</td>
<td>100h</td>
<td>ca. 20 Stud.</td>
<td>English</td>
</tr>
</tbody>
</table>

Module use

Master-Program Management, Leadership, Innovation

Learning outcomes and competencies

After graduation, students of MLI are enabled to join both academic institutions and innovation driven businesses (startups, SME’s, corporates). In this final MLI module, students get prepared for graduation and career start. In MA08, MLI-students get prepared for the latter one by working as consulting team on real-world problems of renowned companies. In this module, students have to deal with reality-based questions of cooperating businesses and present solutions to them. These reality-based approaches serve as an additional experience, which most companies require.

Moreover, MA08 provides guidance for MLI students which career path to take after graduation. The distinction between theory (MA09) and practice (MA08) reveals student’s individual preferences and strengths. By reflecting their own profile and development, students will eventually improve their self-awareness and thus have a more profound knowledge about themselves regarding the question whether they are going to attend a rather scientific or practical career path.

Acquisition of competencies

<table>
<thead>
<tr>
<th>Learning Target Level</th>
<th>Course contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social and communication competence</td>
<td>Students are able to • contribute to group discussions and general debates in companies. • finding and presenting solutions for their customers. • satisfying and being ahead of their customers within the whole consulting process.</td>
</tr>
<tr>
<td>Knowledge acquisition</td>
<td>Students are aware of • to apply consulting tools and strategies • how to work with a client on a professional basis.</td>
</tr>
<tr>
<td>Knowledge enhancement</td>
<td>Students enhance their knowledge by • learning from client’s data and discussions within their professional network. • presenting and getting feedback for their solutions on real-world problems in businesses.</td>
</tr>
</tbody>
</table>
- the interdependence between theory and practice.
- the importance of customer-orientation in the consulting process.

### Key skills taught
Professional, methodical and social competences, self-awareness, international language and communication skills, analytic skills: problem structuring/ problem solving advanced comprehension of scientific and subject-specific literature (concepts, methods and case studies), theory-practice transfer, scientific writing and publishing skill.

### Contents
- data analysis
- project management
- project-based assignment

### Teaching forms
- Interactive seminars
- Group-based and individual self-study (flipped classroom)
- Online trainings
- Practical exercises

The instruction language is English. Learning is achieved through natural communication, interactive lecturing, independent work on projects as well as group work and presentations.

### Participation requirements
**Formal:** Registered student at the the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master's program “Management, Leadership, Innovation”

**Content-based:** None

### Type of examination
Oral exam (Presentation in front of client and coach)

### Assessment
Prerequisite for the awarding of ECTS credits is the passing of the examination performance for the module. The module is included with 6 ECTS in the total of 120 ECTS credits.

### Literature references
Please find them in Open OLAT.
Modul M A E 09 Scientific Publication

Overview

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Semester of study</th>
<th>Frequency of offer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>M A E 09</td>
<td>180h</td>
<td>6 CP</td>
<td>4th Semester</td>
<td>Each summer semester</td>
<td>1 Semester</td>
</tr>
</tbody>
</table>

Module supervisor

Prof. Dr. Mareike Heinzen

Type of module

<table>
<thead>
<tr>
<th>Event type</th>
<th>Contact hours</th>
<th>Self-study</th>
<th>Planned group size</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td>Publishing workshops and scientific conferences</td>
<td>80h</td>
<td>100h</td>
<td>ca. 20 Stud.</td>
</tr>
</tbody>
</table>

Module use

Master-Program Management, Leadership, Innovation

Learning outcomes and competencies

After graduation, students of MLI are enabled to join both academic institutions and innovation driven businesses (startups, SME’s, corporates). In this final MLI module, students get prepared for graduation and career start. In MA09, MLI-students get prepared for the first one by learning how to contribute to an ongoing debate and get skilled on how to write articles and become proficient in publishing them in scientific journals. At the same time, students gain profound skills for handling their forthcoming master thesis.

Moreover, MA09 provides guidance for MLI students which career path to take after graduation. The distinction between theory (MA09) and practice (MA08) reveals student’s individual preferences and strengths. By reflecting their own profile and development, students will eventually improve their self-awareness and thus have a more profound knowledge about themselves regarding the question whether they are going to attend a rather scientific or practical career path.

Acquisition of competencies

<table>
<thead>
<tr>
<th>Learning Target Level</th>
<th>Course contribution</th>
</tr>
</thead>
</table>
| Social- and communication competence | Students are able to
| | • contribute to group discussions and general scientific debates, individual or group presentations at conferences.
| | • communicate and exchange knowledge scientifically with their peers, i.e. reference-based, fact-based, empirically-based etc..
| Knowledge acquisition | Students are aware of
| | • theory of sciences and can contribute to them.
| | • how to write and publish scientifically.
| | • how to engage with scientific literature and discuss results.
| Knowledge enhancement | Students enhance their knowledge by
| | • critically reading and reflecting contemporary studies and literature of selected scientific journals.
| | • reviewing each other’s articles and participating in conference discussions.
| Instrumental competence | Students are able to
| | • Application of theory on business situations
| | • Application of theory in case studies and group simulation exercises
| | • Deriving research questions from theoretical and practical problems

Modulhandbuch, Abschluss M. A.
Fachbereich Wirtschafts- und Sozialwissenschaften, RheinAhrCampus Remagen, Hochschule Koblenz
Seite 37
Key skills taught

Professional, methodical and social competences, self-awareness, international language and communication skills, analytic skills: problem structuring/ problem solving advanced comprehension of scientific and subject-specific literature (concepts, methods and case studies), theory-practice transfer, scientific writing and publishing skill.

Contents

- scientific writing
- data analysis
- publishing process

Teaching forms

- Interactive seminars
- Group-based and individual self-study (flipped classroom)
- Online trainings
- Practical exercises

The instruction language is English and German. Learning is achieved through natural communication, interactive lecturing, independent work on projects as well as group work and presentations.

Participation requirements

**Formal:** Registered student at the the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master's program “Management, Leadership, Innovation”

**Content-based:** None

Type of examination

Homeproject (Scientific article submitted)

Assessment

Prerequisite for the awarding of ECTS credits is the passing of the examination performance for the module.

The module is included with 6 ECTS in the total of 120 ECTS credits.

Literature references

Please find them in Open OLAT.
Modul TH Master-Thesis

Overview

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Workload</th>
<th>Credits</th>
<th>Semester of study</th>
<th>Frequency of offer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>TH</td>
<td>540 h</td>
<td>18 CP</td>
<td>4. Semester</td>
<td>Every Semester</td>
<td>13 Weeks</td>
</tr>
</tbody>
</table>

Module supervisor
Prof. Dr. Joachim Birzèle

Lecturers
All lecturers

<table>
<thead>
<tr>
<th>Type of module</th>
<th>Event type</th>
<th>Contact hours</th>
<th>Self study</th>
<th>Planned group size</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Module use

Master's Program in Management, Leadership, Innovation

Learning outcomes and competencies

Within the framework of the master's thesis, students are expected to develop and justify a well-founded position on the scientific theories used. This requirement significantly exceeds the level of a bachelor's final thesis. By comprehensively applying scientific methods and theories to address a specific problem in the master's thesis, the student's ability to pursue a doctoral degree is substantiated effectively.

Key skills taught

Analytical thinking, economic reasoning and action, ability to reduce complexity, development of cause-effect relationships, elaboration of action alternatives and their evaluation in problem situations, ability to transfer theory into practice, problem solving, and decision making.

Contents

Are determined by the assigned evaluators.

Teaching Forms

The assigned professor guides the individual student as an academic mentor during the creation of the thesis.

Participation requirements

**Formal:** Registered student at the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for the master's program “Management, Leadership, Innovation”.

To be admitted to the final thesis, a student must have accumulated a minimum of 40 credit points overall.

**Content-based:** None

Type of examination

The final thesis consists of a written paper (with a processing time of 13 weeks). It is considered an examination.

Detailed regulations regarding the final thesis can be found on the examination office’s website.

Assessment

Prerequisite for the awarding of ECTS credits is the passing of the examination performance for the module.
The module is included with 18 ECTS to the total of 120 ECTS credits. The grade of the final thesis is weighted twice.

**Literature references**

http://leitfaden.myrac.de/ or https://olat.vcrp.de/url/RepositoryEntry/3548448494