

Module B 04 Unternehmensführung/ Internationales Management
Overview

Nr.	Workload	Credits	Semester of study	Frequency of offer	Duration
B 04	180 h	6 CP	1st Semester	Each winter term	1 Semester

Module supervisor	lecturers
Prof. Dr. Mareike Heinzen	Georg Reifferscheid Hanna Jones Andreas Wagner

Type of module	Event type	Contact hours	Self study	Planned group size	Language
Mandatory	seminar-based teaching with integrated exercise	96 h	84 h	ca. 60-80 Stud.	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.

Leadership increasingly revolves around complex problem-solving, high-velocity decision making, and adopting a customer-centric perspective, working backward from market/customer needs. This entrepreneurial approach is continually enriched by technological advancements, requiring leaders to stay at the forefront of technology, processes, and people management to effectively drive organizational transformation. As performance becomes a critical factor, a systemic approach is essential to ensure efficient interaction among all stakeholders.

In addition, students gain insights into social entrepreneurship as a leadership approach that integrates economic, social and ecological goals. They are able to reflect on the role of leadership in social transformation processes ("Leadership for Impact") and understand how purpose-driven leadership contributes to sustainable value creation beyond profit maximization.

Acquisition of competencies

Learning Target Level	Learning Target Level
Social and	Students are able to

Communication competence	<ul style="list-style-type: none"> • contribute to group discussions and general debates, individual or group presentations and pitches • communicate and exchange knowledge interdisciplinary • hold group work and exercises • hold presentations and discussions confidently
Knowledge acquisition	<p>Students are aware of</p> <ul style="list-style-type: none"> • key fundamental concepts and theories in leadership research. • methods and findings of leadership research. • principal concepts of corporate and social responsibility. • core principles and legal frameworks of social entrepreneurship and impact-driven leadership • social impact logic and how to embed it in organizational strategies
Knowledge enhancement	<p>Students enhance their knowledge by</p> <ul style="list-style-type: none"> • reading selected literature and case studies. • deepening of knowledge through group work, practical examples, (online) self-tests. • researching market-leading organizations and best practices.
Instrumental competence	<p>Students are able to</p> <ul style="list-style-type: none"> • 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	<p>Students recognize and evaluate</p> <ul style="list-style-type: none"> • 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. • ability to critically evaluate impact-oriented business models and their role in sustainable system transformation • reflection on legal and financial conditions for developing and scaling social ventures

Key skills taught

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

Additional skills include: social impact thinking, business modelling for social enterprises, and navigating hybrid value creation in complex leadership contexts.

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 strategy
- strategic and tactical 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, coaching/mentoring).

- Ethical aspects of leadership.
- Introduction to Social Entrepreneurship: definitions and distinction from traditional entrepreneurship
- Social Innovation as a response to societal challenges (e.g. poverty, inequality, inclusion, diversity, education)
- Leadership and CSR: aligning purpose, values and social impact
- Circular Economy and regenerative business models as part of sustainable business leadership
- Legal forms for social enterprises (e.g. non-profit GmbH, cooperatives, hybrid models)
- Funding models for social ventures (e.g. grants, foundations, social impact investing, crowdfunding)
- Social Impact Measurement: frameworks and application (e.g. Theory of Change, SROI)
- Real-life examples of social enterprises (local and international)
- Interactive methods: group work, peer feedback, case studies, pitch formats
- Guest lectures and interviews with social entrepreneurs

Teaching forms

Lectures, group work, presentations, case studies, exercises, 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. Lectures, group work, presentations, case studies, discussions, guest lectures for theory-practice transfer.

Additionally, interviews with social entrepreneurs are included.

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

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

Jung, Rüdiger H. /Heinzen, Mareike / Quarg, Sabine: General Management Theory. Textbook for Applied Corporate and Personnel Management, 7th Edition, Berlin 2018.

Further literature references can be found on Open OLAT.