Course Unit: **Systems Theory & Interconnected Thinking**

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<th>Semester</th>
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<tr>
<td>Hours/week</td>
<td>Workshop</td>
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<td>Contact Hours</td>
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<td>Individual Study Hours</td>
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<td>Language of Tuition</td>
<td>English</td>
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<td>Group Size</td>
<td>30</td>
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<td>Credit Points (ECTS)</td>
<td>2</td>
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<td>Lecturer</td>
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**Objectives:** Graduates in Business Administration need to demonstrate and apply skills beyond the expertise in their own respective subject areas. In addition to methodological competence they need to develop their teamwork skills and train their ability to reflect their own behaviour in corporate contexts. In addition, topics like creative thought and conflict resolution are introduced as well as methods for the evaluation of social skills.

These competencies are essential for companies of every size but especially for small and medium-sized enterprises with their low level of specialization at leadership level and the lower extent to which a systematic division of labour is typically realized. After the successful completion of this course unit, students will be able to structure, present and support their ideas and concepts effectively paying special attention to the needs of international corporate environments.

In particular, they

- understand the relevance of systems theory and cybernetics for the analysis and description of links of causes and effects in corporate contexts.
- learn to apply techniques for the visualization and analysis of complex inter-related problems.

**Content:**

- Systems: Systems Theory and Cybernetics
- Effects: Systemic Links
- Methods: Holistic Problem-Solving
- Workshop: Construction, analysis and use of model networks

**Methods:** Interactive seminar discussions (workshop). Case studies will be used to illustrate the concepts of systems theory and cybernetics. Teamwork assignments will be processed in small student teams.

**Cross-functional Skills:**

- Negotiation and teamwork skills; integrated problem-solving
- Initiative, independence
- Presentation skills and negotiation skills for international contexts
- Leadership skills
- Analytical skills

**Assessment:** Successful completion of the workshop and the teamwork assignments.

*Active and regular participation is compulsory*

**Literature**

Vester, Frederic, The Art of Interconnected Thinking 2007 MCB.
Dörner: Dietrich. The Logic of Failure: Recognizing And Avoiding Error In Complex Situations.
Ulrich/Probst: Anleitung zum ganzheitlichen Denken und Handeln.
Vester, Frederic: Unsere Welt - ein vernetztes System.