HOCHSCHULE KOBLENZ

Module Handbook

for the Master Degree Programme

Management, Leadership, Innovation

PO 2024

Stand: 03.08.2026

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Study plan Management, Leadership, Innovation, M.A.

Study Plan Management, Leadership, Innovation, M.A.			
Semester	Module-Nr.	Module Description	Credit Points (ECTS)
1	B 04	Unternehmensführung / Internationales Management	6
	M A E 01	Advanced Innovation and Leadership Studies	8
	M A E 02	Founding and Managing Startups: The New Venture Technology Project	8
	M A E 03	Sustainable Innovation Managing & Circularity	8
		Total:	**30**
2	B 07	Überfachliche Qualifikationen*	7
	M A E 04	International Business and Strategic Collaboration	8
	M AE 05	Global Trends and Technology Assessment	8
	M A E 06	Applied Data Analysis	7
		Total:	**30**
3	M A E 07	Practical Study Phase	30
		Total:	**30**
4	M A E 08	Practice Project	6
	M A E 09	Scientific Publishing	6
	TH	Master-Thesis	18
		Total:	**30**
		Overall:	**120**

*Elective Module

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. Christian Ganseuer	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	● 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	Students are aware of ● 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	Students enhance their knowledge by ● 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	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. ● 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.

Module M A E 01 Advanced Innovation and Leadership Studies

Overview

Nr.	Workload	Credits	Semester of study	Frequency of offer	Duration
M A E 01	240 h	8 CP	1st Semester	Each winter term	1 Semester

Module supervisor	Lecturer
Prof. Dr. Fee Steinhoff	Prof. Dr. Fee Steinhoff

Type of module	Event type	Contact hours	Self study	Planned group size	Language
Mandatory	seminar-based teaching with integrated exercise	96h	144h	ca. 20 students	English

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 practice innovation leadership & coaching and to proficiently plan and implement innovation experience management projects.

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

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

Learning Target Level	Course contribution
Social and Communication competence	Students are able to • contribute to group discussions and general debates, individual or group presentations and pitches • communicate and exchange knowledge interdisciplinary
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 experience management
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 • applicate problem-solving management techniques • implement innovation
Systemic competence	Students recognize and evaluate • innovation processes from an individual, organizational and network perspective • interdependence of innovation management and leadership

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 Leadership & Coaching and 2. Innovation Experience Management

1. 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 competences
- Team coaching: Enabling team work
- Innovation Leadership: Creative Abrasion, Agility & Resolution

2. 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
- Discovery Research & Value Proposition Development
- Basics of User Experience Design
- User Experience Prototyping & Testing
- Customer Experience Management

- AI-based Innovation Management

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 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 8 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 Leadership & Coaching:

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

Bianci, C. (2014) Coaching for Innovation: Tools and Techniques for Encouraging New Ideas in the Workplace.

Hill, L., Brandeau. G., Truelove, E., Lineback, K. (2014) Collective Genius: The Art and Practice of Leading Innovation.

Stein Greenberg, S. (2021), Creative Acts for Curious People: How to Think, Create, and Lead in Unconventional Ways.

Cassady, B. (2025) The Generative Organization: AI Playbook for Exponential Leaders.

Exemplary recommendations for further reading Innovation Experience Management:

Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A. (2014) Value Proposition Design: How to Create Products and Services Customers Want.

Kalbach, J., Schrage, M. (2020) The jobs to be done playbook: Align your markets, organization, and Strategy around.

Levy, J. (2021) UX Strategy: Product Strategy Techniques for Devising Innovative Digital Solutions.

Yablonski, J. (2024) Laws of UX: Using psychology to design better products & services.

Graff, D., Clark, M.A., Li, D., Xia, L. (2026), Design Thinking with Artificial Intelligence: Practical Tools for Business Innovation.

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

Overview

Nr.	Workload	Credits	Semester of study	Frequency of offer	Duration
M A E 02	240	8 CP	1st semester	Each winter term	1 semester

Module supervisor	Lecturer
Prof. Dr. Mareike Heinzen	Prof. Dr. Mareike Heinzen Dipl. BW (FH) Georg Reifferscheid StartUpLab employees and external coaches/ jury

Type of module	Event type	Contact hours	Self-study	Planned group size	Language
Mandatory	seminar-based teaching and workshops	96 h	144 h	ca. 20 Stud.	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

Learning Target Level	Course contribution
Social and communication competence	Students are able to • contribute to group discussions and general debates, individual or group presentations and pitches. • communicate and exchange knowledge interdisciplinary with mechanical engineers and machine operators (3D printing) and programmers and technicians.
Knowledge acquisition	Students know • the main concept of idea generation processes. • concepts, methods, and case studies focusing on innovation management, processes and cultures. • the main values of technology management and their interfaces between R&D and management. • management styles facilitating entrepreneurial behavior.

	• how to apply product development techniques.
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

Boutellier, Roman, and Mareike Heinzen. Growth through innovation: managing the technology-driven enterprise. Springer Science & Business Media, 2014.

Gibson, Ian/ Rosen, David/ Stucker, Brent: Additive Manufacturing Technologies: 3D Printing, Rapid Prototyping, and Direct Digital Manufacturing, 2nd ed., Springer New York 25

Lewrick, Michael /Link, Patrick /Leifer, Larry: Design Thinking Playbook, München 2017.

Osterwalder, Alexander /Pigneur, Yves: Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, New Jersey 2010.

Ries, Eric. The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, New York 2011.

Please find them in Open OLAT.

Module M A E 03 Sustainable Innovation Management & Circularity

Overview

Nr.	Workload	Credits	Semester of study	Frequency of offer	Duration
M A E 03	240 h	8 CP	1st Semester	Each winter term	1 Semester

Module supervisor	Lecturer
Prof. Dr. Lichtenthäler	Prof. Dr. Lichtenthäler

Type of module	Event type	Contact hours	Self study	Planned group size	Language
Mandatory	seminar-based teaching with integrated exercise	80 h	160 h	ca. 20 Stud.	English

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

Learning Target Level	Course contribution
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-oriented concepts on practical settings. • problem solving management techniques on practical settings, particularly regarding climate crisis. • agile development techniques for sustainable-oriented projects.

	• business model research for sustainable-oriented business models.
Systemic competence	Students evaluate • sustainable-oriented innovation processes from an individual, team, organizational and network perspective. • the interdependence between sustainability and innovation. • the importance of sustainability and circularity within the innovation process.

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

Adams, R., Jeanrenaud, S., Bessant, J., Denyer, D., & Overy, P. (2016). Sustainability-oriented innovation: A systematic review. *International Journal of Management Reviews*, *18*(2), 180-205.

Blum, Peggy. *Circular fashion: making the fashion industry sustainable*. Hachette UK, 2021.

Schuh, Günther, and Christian Dölle. *Sustainable Innovation*. Berlin, Heidelberg: Springer Berlin Heidelberg, 2021.

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:

B 07 Interdisciplinary qualifications				
..01	International Competencies	7 ECTS	6 SWS	LP
..02	Interdisciplinary Competencies	7 ECTS	6 SWS	LP
..03	Self-competencies	7 ECTS	6 SWS	LP

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 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

Nr.	Workload	Credits	Semester of study	Frequency of offer	Duration
B 07.01	210 h	7 CP	2nd Semester	Each summer term	1 Semester

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

Type of module	Event type	Contact hours	Self study	Planned group size	Language
Mandatory	Seminar-based teaching with integrated exercise	96 h	114 h	ca. 20-25 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

The module focuses on providing fundamental and interdisciplinary skills that are essential for both business and non-profit organisations, particularly in times of economic and socio-political change. 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 raise students' awareness of the social implications of political and economic transformation processes, while highlighting individual competence requirements. It actively promotes the development of key international competences, including digital skills, communication skills, presentation skills, discourse skills and teamwork skills. As part of the curriculum, students will design, present and document their own international projects. The course aims to develop students' intercultural awareness and communication skills. Students will be able to assess and reflect on their own strengths, identify areas for development and engage in theoretical debates on models of diversity in business and organisational leadership. Case studies will be used to explore the practical application of these theoretical models.

Acquisition of competencies

Learning Target Level	Course contribution
Social and Communication competence	Students are able to • participate in and leading group discussion • visualize and presentation of group work results • actively manage diversity in groups • plan and lead interactive methods
Knowledge acquisition	Students are aware of • relevant theories on globalization and social sustainability • the influence of transnational networks on entrepreneurship • key theories of diversity and equity • intercultural leadership models
Knowledge enhancement	Students enhance their knowledge by • 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 and teamwork competences, international leadership skills, methodological skills, self-management competences

Contents

The module comprises three courses:

1. Advanced International Studies (Prof. Dr. Magdalena Stülb)
2. Diversity, Inclusion, Equity (Dr. Andreas Wagner)
3. International Leadership Skills (Georg Reifferscheid M.A.)

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 the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for all master's programs

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

Modul B 07.02 Interdisciplinary Competencies

Overview

Nr.	Workload	Credits	Semester of study	Frequency of offer	Duration
B 07.02	210 h	7 CP	2nd Semester	Each summer term	1 Semester

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

Type of module	Event type	Contact hours	Self study	Planned group size	Language
Mandatory	Seminar-based teaching with integrated exercise	96 h	114 h	ca. 20-25 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

This module incorporates approaches from three academic disciplines that deal with complex organisations in times of rapid change and technological transformation. A. The historical perspective allows for the contextualisation of current developments and business trends within a temporal framework. B. The anthropological-communications perspective highlights the transcultural dimensions of contemporary global economic cooperation. C. Finally, the ethical-technological perspective raises awareness of the complexity of the impact of artificial intelligence on various aspects of life.

This educational module serves to raise students' awareness of the social implications of political and economic transformation processes, while highlighting individual competence requirements. It actively promotes the development of key competences, including digital, communication, analytical, presentation and teamwork skills. The course aims to broaden students' awareness of different perspectives and approaches to business activities and to refine their communication skills. Participants will be able to assess and reflect on their own strengths, identify areas for development and engage in theoretical discussions on participation, leadership, democracy in business, the impact of technological developments and models of intercultural communication.

Acquisition of competencies

Learning Target Level	Course contribution
Social and strategic competence	Students are able to • participate in and leading group discussion • visualize and presentation of group work results • actively manage diversity in groups • plan and lead interactive methods
Knowledge acquisition	Students are aware of • relevant theories on organizational participation in historical studies • relevant theories on culture and communication • recent theories on ethics and technology
Knowledge enhancement	Students enhance their knowledge by • 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. Leadership and participation from a historical perspective (Dr. Gregor Hecker-Twirsnig)
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 leadership and 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 engage with 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 the Faculty of Business and Social Sciences of Hochschule Koblenz in Remagen for all master's programs

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.

Suggested Reading

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

Modul B 07.03 Selbstkompetenzen (Offered in German Language)

Übersicht

Nr.	Workload	Credits	Studiensemester	Häufigkeit des Angebots	Dauer
B 07.03	210 std.	7 CP	2. Semester	jedes Sommersemester	1 Semester

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

Praxisbezogenen Systemische Grundlagen (Birzele): Das Verständnis von Interaktionsmustern in Organisationen sowie die Reflektion der eigenen Haltungen und Verhaltensweisen sind Kernkompetenzen erfolgreicher Führung. Der systemische Ansatz verbindet Konzepte aus Natur-, Geistes- und Sozialwissenschaften und bietet dazu eine Vielzahl bewährter Methoden, die auf neue und kreative Weise Veränderungen bei Einzelpersonen und Teams anstoßen können. Die Studierenden lernen die Grundlagen der Systemtheorie und die Haltung des systemischen Beraters kennen. Anhand einer Auswahl systemischer Beratungsmethoden werden berufspraktische Probleme ganzheitlich analysiert und Lösungsmöglichkeiten eröffnet. Die Studierenden erleben diese Methoden in der eigenen Fallbearbeitung und üben sie zusätzlich ein.

Konfliktmangement in Organisationen (Theuring): Ein Verständnis von Konflikten, deren Ursachen, Dynamiken und Wirkungen in Teams und Organisationen ist zentral in allen Führungspositionen. Die Studierenden lernen theoretische Grundlagen zum Konfliktverständnis. Sie erwerben Fähigkeiten zur Einschätzung der Eskalationsstufen von Konflikten, zum Aufzeigen angemessener Handlungs- und Lösungswege und zur Konfliktkommunikation.

Interkulturelle Kompetenz (Stülb): Erfolgreiches Führen und Managementhandeln in Unternehmen und Organisationen erfordert eine internationale Orientierung in der Personal- und Teamgestaltung. Eine wesentliche Grundlage sind dabei interkulturelle Kommunikations- und Handlungskompetenzen. Die Studierenden lernen unterschiedliche Diskurse, Modelle und Theorien zur interkulturellen Kompetenz kennen. Anhand ausgewählter Übungen und Methoden erwerben sie einen Überblick über das Spektrum von Praxistrainings zwischen länderspezifischen Vorbereitungen und interkulturellen Sensibilisierungen. Sie erhalten die Möglichkeit, eigene interkulturelle Kompetenzen zu reflektieren und diese zu erweitern.

Kompetenzerwerb

Lernzielstufe	Kursbeitrag
Sozial- und Kommunikationskompetenz	Die Studierenden sind befähigt, • Konstruktiv und lösungsorientiert in heterogenen Gruppen zu arbeiten • Gruppenergebnisse zielgruppenorientiert aufzuarbeiten, zu visualisieren und zu präsentieren • Eigene Erfahrungen kritisch zu reflektieren

	• 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 Komptenzen

Inhalte

Das Modul besteht aus drei Lehrveranstaltungen:

- Praxisbezogene Systemische Grundlagen (Prof. Dr. Joachim Birzele)
- Konfliktmanagement in Organisationen (Thomas Theuring, Dipl.-Kfm.)
- Interkulturelle Kompetenz (Prof. Dr. Magdalena Stülb)

Praxisbezogene systemische Grundlagen (Birzele): Einführung in das systemische Denken und Handeln, systemische Interventionen und deren Einsatz in Führung und Personalentwicklung. Praxistransfer anhand konkreter Beispiele der Teilnehmenden.

Konfliktmanagement in Organisationen (Theuring): Einführung in Konflikttheorien und in verschiedene Ansätze zur Konzeptualisierung von Konflikten in Organisationen. Erstellung von Konfliktdiagnosen und Entwicklung von Interventionsmaßnahmen an Fallstudien. Besonderheiten interkultureller Konfliktsituationen.

Interkulturelle Kompetenz – sozialanthropologische Ansätze (Stülb): Einführung in die Analyse von Kulturkonzepten verschiedener wissenschaftlicher Disziplinen. Wahrnehmung und Konstruktion von kultureller Differenz werden als soziale Prozesse betrachtet und vor dem Hintergrund eigener Erfahrungen der Studierenden analysiert. Ein Schwerpunkt wird dabei auf dem Spannungsfeld zwischen Fremdem und Eigenem, zwischen Vertrautem und Unbekanntem liegen. Wie entstehen Stereotype und Vorurteile, welche Funktionen haben sie und wie beeinflussen sie Wahrnehmung und Interaktion? Anhand von interkulturellen Interaktionssituationen in sozial- und betriebswirtschaftlichen Tätigkeitsfeldern, unterstützt durch Simulationsübungen und Fallarbeit werden die Prozesse des Aushandelns und Gestaltens von Interkulturalität veranschaulicht.

Lehrformen

Interaktive Lehre, die Engagement und Eigenbeiträge von Studierenden voraussetzt, angeleitete Diskussionen, Textdiskussionen, Blended-Learning-Methoden, Analyse von Lernvideos, Anleitung zur Selbstreflexion und zum konstruktiven Feedback, Exkursion

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

Ballreich, Rudi; Glasl, Friedrich (2022): Konfliktmanagement und Mediation in Organisationen. Ein Lehr und Übungsbuch. Concadora Verlag.

Hoffmann, Edwin (2015): Interkulturelle Gesprächsführung. Theorie und Praxis des TOPOI-Modells. Springer VS.

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

Schlippe, v. A.; Schweitzer, J. (2016): Lehrbuch der systemischen Therapie und Beratung. Göttingen: Vandenhoeck & Ruprecht.

Schlippe, v. A.; Schweizter, J. (2017): Systemische Interventionen. Stuttgart: UTB.

Simon, F.B. (2015): Einführung in Systemtheorie und Konstruktivismus. Heidelberg: Carl-Auer.

Alois Moosmüller (Hrsg.) (2020): Interkulturelle Kompetenz. Kritische Perspektiven, Münchener Beiträge zur Interkulturellen Kommunikation, Band 30.

Den Studierenden werden weitere Arbeitsmaterialien auf OLAT zur Verfügung gestellt.

Modul M A E 04 International Business and Cooperations

Overview

Nr.	Workload	Credits	Semester of study	Frequency of offer	Duration
M A E 04	240h	8 CP	2nd Semester	Each summer term	1 Semester

Module supervisor	Lecturer
Jens Andreas Faulstich	Jens Andreas Faulstich, Dr. Laurent Borgmann, Selsela Arya & International Professors

Type of module	Event type	Contact hours	Self study	Planned group size	Language
Mandatory	seminar-based teaching with integrated exercise	64h	176h	ca. 20 Stud.	English

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	Course contribution
Social and Communication competence	Students are able to • Targeted group discussion in mixed teams • Controversial debate on academic topics • Strategic group work on relevant case studies • Effective presentation of individual or team results • Planning and realisation of excursions to international companies and institutions • Strategic Role Play
Knowledge acquisition	Students are aware of • Key concepts of strategic team work and leadership • Concepts and methods focusing on strategic management and processes • Recent topics within strategic internationalisation and leadership practice • Management styles facilitating international entrepreneurial behavior • Product development techniques for interculturally mixed teams
Knowledge enhancement	Students enhance their knowledge by • Contemporary studies of international journals and literature • Blended learning with students from partner universities • Talks from international and inter-disciplinary experts (international founders, managers, alumni, guest lecturers)
Instrumental competence	Students are able to

	• 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.

Modul M A E 05 Global Trends and Technology Assessment

Overview

Nr.	Workload	Credits	Semester of study	Frequency of offer	Duration
M A E 03	240h	8 CP	2nd Semester	Each summer term	1 Semester

Module supervisor	Lecturer
Prof. Dr. Magdalena Stülb	Prof. Dr. Magdalena Stülb, Prof. Dr. Christian Ganseuer

Type of module	Event type	Contact hours	Self study	Planned group size	Language
Mandatory	seminar-based teaching with integrated exercise	84 h	156 h	ca. 25 Stud.	English

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, Security 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

Learning Target Level	Course contribution
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 • Application of theory in case studies and group simulation exercises • Competence to contextualize local events and developments in a global context.
Systemic competence	Students recognize and evaluate • Recognition and evaluation of innovation processes from an individual, organizational and network perspective • Evaluation of the interdependence of social megatrends, such as globalization and digital transformation, and business performance

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

The module consists of two courses that are methodologically and conceptually interconnected and are each offered as block courses.

1. Global Trend Studies from a Social Science Perspective (Prof. Dr. Magdalena Stülb)

   The course examines how global trends emerge and spread, the social science methodologies used in trend research, and the reciprocal influence between trends, societal transformation, and technological innovation.

2. Technology Assessment (Prof. Dr. Christian Ganseuer)

- The course explores digital transformation and sustainability, as well as the 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 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, small group and single assignments

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

Grünwald, Armin (2018): Technology Assessment in Theory and Practice. Milton Park: Routledge

Monaco, Edoardo (2023): Global Trends Compendium: An Essential Guide to Socio-Economic and Environmental Change. Singapore: Springer Nature Singapore | Singapore : Imprint: Springer

Yeganeh, Hamid (2021): Global Trends and Transformations in Culture, Business, and Technology. New York: Business Expert Press

Further literature references can be found at Open OLAT.

Modul M A E 06 Applied Data Analysis

Overview

Nr.	Workload	Credits	Semester of study	Frequency of offer	Duration
M A E 06	210h	7 CP	2nd Semester	Each summer term	1 Semester

Module supervisor	Lecturer
Prof. Dr. Florian Smuda	Prof. Dr. Florian Smuda

Type of module	Event type	Contact hours	Self study	Planned group size	Language
Mandatory	Lecture with additional exercises	80 h	130 h	ca. 20 Stud.	English

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

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

	• work with data for decision-making purposes. • correctly interpret statistical software outputs.

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 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

- Wooldridge, Jeffrey M. (2018): Introductory Econometrics – A Modern Approach, 7 Edition, Cengage.
- Foster Provost & Tom Fawcett (2013): Data Science for Business – What You Need to Know About Data Mining and Data-Analytic Thinking, O'Reilly.

Modul M A E 07 Practical Study Phase

Overview

Nr.	Workload	Credits	Study semester	Frequency of offer	Duration
M A E 07	900h	30 CP	3rd semester	Summer or winter term	min. 26 weeks

Module supervisor	Lecturer
Prof. Dr. Mareike Heinzen	All Lecturers as coaches

Type of module	Event type	Contact hours	Self-study	Planned group size	Language
Mandatory					

Module use

Master-Program Management, Leadership, Innovation

Learning outcomes and competencies

The Master's program in Management, Leadership, Innovation includes a practical study phase within the standard period of study, which can usually be completed as an internship abroad or replaced by a semester abroad at a foreign university. If the student can prove that they have already spent at least 13 weeks abroad (studying abroad, internship abroad, work & travel) before starting the master's program, the practical study phase can also be replaced by an internship in Germany or a start-up phase. The practical study phase comprises a period of at least 26 weeks in all forms (internship abroad, semester abroad, domestic internship, start-up phase). 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.

Form of application for domestic internship and internship abroad: https://www.hs-koblenz.de/fileadmin/media/fb_wirtschafts_sozialwissenschaften/Pruefungsamt/Praxissemester/Anmeldung_Praxisphase_englisch_06-25.pdf

Form of application for study abroad will be the Learning Agreement that is given to you by Sprachen/ Internationales.

Form of application for the founding-/start-up-phase: https://www.hs-koblenz.de/fileadmin/media/fb_wirtschafts_sozialwissenschaften/Studiengaenge_WiSo/MLI/Anmeldung_Gruendungsphase_Englisch_2025.pdf

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).

Teaching forms

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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

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: https://www.hs-koblenz.de/wiso/pruefungsamt-wiso/praxisphase

Assessment

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.

Literature references

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Modul M A E 08 Practice Project

Overview

Nr.	Workload	Credits	Semester of study	Frequency of offer	Duration
M A E 08	180h	6 CP	4th Semester	Each summer semester	1 Semester

Module supervisor	Lecturer
Prof. Dr. Mareike Heinzen	Prof. Dr. Mareike Heinzen and several coaches

Type of module	Event type	Contact hours	Self-study	Planned group size	Language
Mandatory	Consulting project with real practice problem	32h / project	148h / project	ca. 20 Stud.	English

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

Learning Target Level	Course contribution
Social and communication competence	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.
Knowledge acquisition	Students are aware of • to apply consulting tools and strategies • how to work with a client on a professional basis.
Knowledge enhancement	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.
Instrumental competence	Students are able to • theories on business situations, case studies and group simulation exercises • agile project development techniques and customer satisfying communication skills.
Systemic competence	Students recognize and evaluate • consulting processes from an individual, team, organizational and network perspective.

	• 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

Nr.	Workload	Credits	Semester of study	Frequency of offer	Duration
M A E 09	180h	6 CP	4th Semester	Each summer semester	1 Semester

Module supervisor	Lecturer
Prof. Dr. Mareike Heinzen	Prof. Dr. Mareike Heinzen Dr. Ivan Paunovic Dr. Shaden Sabouni

Type of module	Event type	Contact hours	Self-study	Planned group size	Language
Mandatory	Publishing workshops and scientific conferences	48h	132h	ca. 20 Stud.	English

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

Learning Target Level	Course contribution
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 • Agile project development and customer satisfying communication skills
Systemic competence	Students recognize and evaluate • scientific processes from an individual, team, organizational and network perspective. • the interdependence between theory and practice. • the importance of science in a global debate.

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

Nr.	Workload	Credits	Semester of study	Frequency of offer	Duration
TH	540 h	18 CP	4. Semester	Every Semester	13 Weeks

Module supervisor	Lecturers
Prof. Dr. Joachim Birzele	All lecturers

Type of module	Event type	Contact hours	Self study	Planned group size	Language
Mandatory					

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 he 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 https://www.hs-koblenz.de/profilepages/heinzen2/abschlussarbeiten or https://olat.vcrp.de/url/RepositoryEntry/3548448494