



HOCHSCHULE
BERLIN

The International Management University



MASTER OF BUSINESS ADMINISTRATION
WITH A FOCUS ON LEADERSHIP
IN INTERNATIONAL ORGANISATIONS

CATALOGUE OF MODULES
IN THE PROCESS OF ACCREDITATION

MODULE OVERVIEW

Study Field "Responsibility"

15 ECTS

- Team Building and Communication
- Leadership and Ethics
- Sustainability Management

Study Field "Decision Making & Rationality"

15 ECTS

- Complexity and Decision Making
- Information and Communication Technologies
- Knowledge Management

Study Field "Global Thinking"

15 ECTS

- Global Economics, Business and Society
- Intercultural Management
- Trends and Paradigm Shifts

Study Field "Communication and Collaboration"

15 ECTS

- Trust and Collaboration
- Corporate Communication and Collaboration
- Organisational Behaviour

Study Field "Practice"

15 ECTS

- Company Project
- Project Management

Study Field „Final Thesis“

15 ECTS

- Master Colloquium and Master Thesis

DESCRIPTION OF MODULES

Study Field "Responsibility"

The study field "Responsibility" focuses on internal reflection of management, business, management ethics, sustainability, and leadership. Modern leadership means being able to ethically manage a team, or an organisation, in order to accomplish the overall goal in your own individual way.

Module 1: Team Building and Communication

This module provides an introduction to the concept and the philosophy of the MBA programme: its objectives, methods, group members, and group standards with regards to behaviour, learning, communication, self-perception and awareness of others.

- Building a team and working in teams
- Stakeholder management
- Presentation techniques

Module 2: Leadership and Ethics

According to the main objectives of the study programme, participants will be challenged to learn modern leadership approaches and prepare for future leadership tasks. The module aims to develop knowledge and understanding of the core activities of leadership and human resource management in a globalised world. Students cover why and how managers operating in the international business environment must manage human resources and lead the organisation in ways that take into account ethical aspects. At the same time, against the background of the rise of stakeholder capitalism, the course covers how managers and leaders can come to terms with developments like corporate social responsibility and workplace health promotion, and become ethical managers and leaders.

- Leadership
- Management ethics
- Workplace health promotion

Module 3: Sustainability Management

Sustainable development is one of the central issues today. It encompasses change processes in societies where social-economic and ecological aspects are given equal consideration. One main goal is to improve the living conditions of the current generation without destroying the viability of future generations. This module considers concepts for sustainable development and policy action.

- Basic premises, models and concepts for sustainable development
- Indicators, monitoring and target values for sustainable development
- Social actions and strategies for sustainable development

Study Field "Decision Making and Rationality"

Management, business, and strategy follow the results of data analysis. Data collection, data analysis, and interpretation of results happen everywhere in companies whether it is in human resources, production or sales departments. The different degrees of complexity of business tasks require different decision-making approaches. The involvement of modern information systems and technologies are necessary. Furthermore, our human rationality is limited by, for example, our abilities and time constraints.

Module 4: Complexity and Decision Making

The subject of this module is to learn the appropriate behaviour in regards to complex phenomena and decision-making processes, especially for decisions based on quantitative and qualitative indicators and partially unclear targets.

- Decision Making
- Bounded rationality
- Decision analysis and Game Theory
- Decision Making and Managerial accounting

Module 5: Information and Communication Technologies

E-business is based on the use of innovative digital communication- and information-technologies. Economic and technological knowledge for the integrated configuration for operational applications and systems solutions are necessary. The content includes basic concepts, business models, fundamental technologies, and application scenarios.

- Content Management Systems
- Business models in the internet economy
- Data security and protection, privacy and confidentiality
- Applications such as online marketing, CRM, cloud computing, and social media solutions

Module 6: Knowledge Management

The availability, the organisation, and the change of both knowledge and data are important factors for the success of the company. It is necessary for the company to capture the value of knowledge as well as the cost of data and knowledge.

The search for creative solutions and ideas can be systematically promoted in companies. Adequate knowledge management strategies can be developed and internal processes optimized.

- Objectives, fundamentals and methods of knowledge management and knowledge management systems
- Tools and methods in knowledge management
- Intellectual capital and patent protection
- Knowledge management and creativity as the basis of innovations

Study Field "Global Thinking"

Most companies consider themselves to be "global players" and managers are expected to think globally. A manager should be aware of global trends. Global social and environmental responsibility is essential for sustainable success because global business coverage does not automatically ensure that different cultures are respected and intercultural intelligence is developed.

Module 7: Global Economics, Business and Society

This module intends to show that almost all areas (economics, politics, culture, environment, and communication) are increasingly intertwined worldwide due to globalization. This agglomeration of global relations takes place on the individual level, institutional level and state level. Companies and economies have to find specific responses to globalization in order to be successful in the future. An understanding of global developments is essential for the strategic positioning of companies.

- Global trends and economics
- Global finance
- Corporate Social Responsibility

Module 8: Intercultural Management

In this module, the willingness and the ability of companies to exploit cultural diversity as a competitive factor is selected as a central theme. This is referred to as "the cultural intelligence" of the company. The management uses specific knowledge about different types of thinking-processes and perception-processes from other cultural circles (culture codes) and transfers this knowledge into their own action strategies (intercultural competence). From cultural diversity of the employees, the innovation potential for solving problems and for developing new products and services is created (cultural diversity).

- Intercultural business communication
- Corporate cultural intelligence
- Diversity management
- Global marketing

Module 9: Trends and Paradigm Shifts

The often radical changes within a scientific field are denoted as the paradigm shift. The advantageousness of the "new perspective" - or rather the faultiness of the "old perspective" - becomes apparent. Constant change processes or trends question established patterns. These trends can be constructive or just a myth.

- Triggers of trends, styles and myths
- Organisational trends such as lean production, total quality management
- Current paradigm shifts

Study Field "Communication and Collaboration"

Management is interaction, communication, and cooperation. Trust and confidence are the basis of cooperation, collaboration and business negotiation. Furthermore, a profound knowledge of the business environment is key for the success of communication strategies and company performance.

Module 10: Trust and Collaboration

This module explains the basics of (voluntary) cooperative actions in economic processes. "Social trust" is considered to be a feeling of cultural conformity with other people. Trust means the expectations of people, business partners or organisations will be aligned with common values or moral perceptions. Trust is established by credibility, reliability, and authenticity. The mutual expectations can be negotiated and fixed as rights and obligations.

- Confidence in social transformation processes
- Principal-agent theory
- Cross-cultural challenges of trustful communication

Module 11: Corporate Communication and Cooperation

Increasing network structures, communication and cooperation are integral parts of any business. In this module, the main focus is on the efficient and effective communication - both internally and externally - and evolving strategies for successful strategic management decisions.

In-house communication and cooperation

- Measures to promote cooperation within and between groups
- Control systems for targeted cooperation between organisational groups, such as Balanced Scorecard, KPI-systems, internal cost allocation

External communication and cooperation

- Strategic alliances, joint ventures, private-public-partnerships
- Mergers and acquisitions

Module 12: Organisational Behaviour

The impact of power, political games and emotionality are parameters of the so-called informal organisational design. The predominant topic that will be elucidated is emotional intelligence.

- Intuition and emotion in decision-making
- Emotional limits of reason and their consequences for decision processes
- Micro-political negotiations
- Psychological and sociological explanations for micro-political conduct in business

Study Field "Practice"

Module 13: Project Management

This module conveys the standards of project management. Different approaches to project management will be discussed and illustrated in case studies.

Module 14: Company Project

It is possible to choose between different topics or to come up with an individual project idea. The projects are realized over a time period of three months in small groups of not more than five students or individually in close cooperation and supervision of the university staff. Company projects include final presentation and report.

Study Field "Final Thesis"

Module 15: Master's Thesis

The topic of the final thesis can be selected according to individual preferences. Institutional cooperation is possible.

- Independent conceptualization and writing of a Master's thesis in English
- Duration: 16 weeks
- Minimum number of pages: 40 pages
- Oral defence (in English) with presentation slides and a handout

SEMESTER DURATION OVERVIEW

| | | | |
|-----------|----------------|------------------|----|
| September | WS1 | Orientation Week | 1 |
| | WS 1/3 | | 2 |
| | WS 1/3 | | 3 |
| | WS 1/3 | | 4 |
| October | WS 1/3 | | 5 |
| | WS 1/3 | | 6 |
| | WS 1/3 | | 7 |
| | WS 1/3 | | 8 |
| November | WS 1/3 | | 9 |
| | WS 1/3 | | 10 |
| | WS 1/3 | | 11 |
| | WS 1/3 | | 12 |
| December | WS 1/3 | | 13 |
| | WS 1/3 | | 14 |
| | No Lectures | EXAMS | 15 |
| | No Lectures | | 16 |
| January | No Lectures | | 17 |
| | No Lectures | | 18 |
| | No Lectures | | 19 |
| | No Lectures | RE-EXAMS | 20 |
| February | No Lectures | REPORT /THESIS | 21 |
| | No Lectures | SUBMISSIONS | 22 |
| | Semester Break | | |
| | Semester Break | | |
| March | SoSe 2 | | 1 |
| | SoSe 2 | | 2 |
| | SoSe 2 | | 3 |
| | SoSe 2 | | 4 |
| April | SoSe 2 | | 5 |
| | SoSe 2 | | 6 |
| | SoSe 2 | | 7 |
| | SoSe 2 | | 8 |
| May | SoSe 2 | | 9 |
| | SoSe 2 | | 10 |
| | SoSe 2 | | 11 |
| | SoSe 2 | | 12 |
| June | SoSe 2 | | 13 |
| | SoSe 2 | | 14 |
| | SoSe 2 | | 15 |
| | No Lectures | EXAMS | 16 |
| July | No Lectures | | 17 |
| | No Lectures | | 18 |
| | No Lectures | | 19 |
| | No Lectures | RE-EXAMS | 20 |
| August | No Lectures | REPORT | 21 |
| | No Lectures | SUBMISSIONS | 22 |
| | Semester Break | | |
| | Semester Break | | |

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