



Module descriptions
„Modern Leadership“ (Online/MBA)

Version: 18 August 2025

Content

Leadership	1
PM 1.1 Leadership & Business Modelling	1
Leadership	3
PM 1.2 Business Ethics & ESG	3
Leadership	5
PM 1.3 Business Psychology	5
Leadership	7
PM 1.4 Sustainable Leadership	7
Leadership	9
PM 1.5 AI Leadership & Future Tech	9
People & Culture	11
PM 2.1 New Work	11
People & Culture	13
PM 2.2 Communication & Interaction	13
People & Culture	15
PM 2.3 Diversity & Intercultural Management	15
People & Culture	17
PM 2.4 Coaching & Supervision	17
Business Planning	19
PM 3.1 Law & Compliance	19
Business Planning	21
PM 3.2 Strategy & Change	21
Business Planning	23
PM 3.3 Project & Innovation Management	23
Business Planning	25
PM 3.4 Trends & Megatrends	25
Master-Project	27
PM 4.0 Master Project	27
Master-Thesis	28
PM 5.1 Master Thesis	28

Master-Thesis.....	29
PM 5.2 Master Colloquium.....	29

Module Group	Leadership	
Module Name	PM 1.1 Leadership & Business Modelling	
Description/Contents	<ul style="list-style-type: none"> - Introduction to Leadership <ul style="list-style-type: none"> - Understanding the evolution of leadership theories - Understanding situation-based and transformational new leadership approaches - Elaborating the concepts with regard to oneself - Legitimation of power - Leadership Competencies <ul style="list-style-type: none"> - Communicating effectively in (digital) contexts - Understanding and applying decision-making and problem-solving strategies - Transformation and Organizational Change <ul style="list-style-type: none"> - Understanding (digital) disruption - Managing change, e.g. in digital environments - Leading Innovation and Creativity - Fostering innovation culture - Harnessing technology for creative solutions - Business Modelling <ul style="list-style-type: none"> - Understanding business model structures and patterns - Navigating business model development and business model innovation - Understanding digital business models - Strategy and Vision in (Digital) Leadership - Developing (digital) strategies - Aligning technology with organizational goals - Leading with Key Performance Indicators (KPIs) <ul style="list-style-type: none"> - Understanding how to prioritize which aspects are key for the organization's performance, and why - Quantifying the indicators - Analyzing and understanding how to read the indicators - Knowing the opportunities and limitations of leading with KPIs - Case Studies and Practical Applications 	
Intended Learning Outcomes	Upon successful completion of the module, participants will demonstrate proficiency in leadership principles and practices. They will be equipped with the knowledge, skills, and strategies to lead effectively in dynamic environments, driving innovation, navigating business model innovation, fostering organizational agility and addressing ethical issues with confidence.	
Teaching Methods	Online-lectures, tutorials, group work, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Oral exam (online)	
Credits (ECTS)	5	
Recommended Literature	<i>Leadership:</i>	

	<p>Nohria, Nitin, and Rakesh Khurana, eds. Handbook of Leadership Theory and Practice. Harvard Business Press, 2010.</p> <p>Northhouse, P.G. (2022): Leadership: theory and practice. Los Angeles London New Dehli Singapore Washington DC Melbourne: SAGE, ISBN: 978-1-5443-9756-6</p> <p><i>Schedlitzki, D.; Larsson, M.; Carrol, B.; Bligh, M. C.; Epitropaki, O. (2023): The SAGE Handbook of Leadership. Second Edition. SAGE Publications Ltd.</i></p> <p>Turner, J.R. & Baker, R. (2018): A review of leadership theories: identifying a lack of growth in the HRD leadership domain. European Journal of Training and Development; Emerald Publishing Limited; Vol. 42 No. 7/8: 470-498. DOI 10.1108/EJTD-06-2018-0054</p> <p><i>Business Modelling:</i></p> <p>Gassmann, O.; Frankenberger, K. & Choudury, M. (2020): The business model navigator: the strategies behind the most successful companies. ISBN: 978-1-292-32712-9</p> <p>Osterwalder, A., Pigneur, Y., & Tucci, C. (2005): Clarifying Business Models: Origins, Present, and Future of the Concept. Communications of the Association for Information Systems, 16. https://doi.org/10.17705/1CAIS.01601</p> <p>Ramdani, B., Binsaif, A. and Boukrami, E. (2019), "Business model innovation: a review and research agenda", <i>New England Journal of Entrepreneurship</i>, Vol. 22 No. 2: 89-108. https://doi.org/10.1108/NEJE-06-2019-0030</p>
Person Responsible	Prof. Dr. Jana-Michaela Timm

Module Group	Leadership	
Module Name	PM 1.2 Business Ethics & ESG	
Description/Contents	<ul style="list-style-type: none"> - Introduction to Business Ethics and Corporate (Social) Responsibility <ul style="list-style-type: none"> - Foundations of business ethics - Evolution of corporate responsibility concepts - Ethical Leadership and Decision-Making <ul style="list-style-type: none"> - Ethical theories and frameworks - Ethical decision-making models for leaders - Sustainability and ESG-Integration <ul style="list-style-type: none"> - Understanding ESG factors and their significance - Integrating sustainability principles into organizational strategy - Corporate Governance and Accountability <ul style="list-style-type: none"> - Governance structures and mechanisms - Board oversight of ESG performance - Environmental Stewardship and Sustainable Practices <ul style="list-style-type: none"> - Strategies for reducing environmental impact - Implementing sustainable business practices - Social Responsibility and Community Engagement <ul style="list-style-type: none"> - Stakeholder engagement strategies - Addressing social issues and promoting community well-being - Ethical Leadership in a Global Context <ul style="list-style-type: none"> - Ethical challenges in international business - Cultural considerations in ethical leadership - Case Studies and Practical Applications 	
Intended Learning Outcomes	<p>Upon successful completion of the module, participants will demonstrate proficiency in understanding and applying ethical principles, sustainability concepts, and ESG considerations in terms of their leadership role. They will be equipped with the knowledge, skills and ethical mindset necessary to lead responsibly, drive sustainable business practices and create positive societal impact within their organizations and communities, thereby contributing to long-term organizational success and stakeholder value.</p>	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Written assignment & presentation (online)	
Credits (ECTS)	5	
Recommended Literature	<p>Becker, Christian U. (2024): Business Ethics. Methods, Theories, and Application, 2nd Edition, New York, USA: Routledge.</p> <p>Hahn, R. (2022): Sustainability Management – Concepts, Instruments, and Stakeholders from a Global Perspective. Fellbach: Rüdiger Hahn, c/o Block Services.</p>	

	<p>Rasche, A.; Morsing, M. & Moon, J. (2017): Corporate social responsibility: strategy, communication, governance. Cambridge, UK: Cambridge University Press.</p> <p>Wickert, Ch. & Risi, D. (2019): Corporate Social Responsibility. Cambridge, UK: Cambridge University Press.</p>
Person Responsible	Prof. Dr. Jana-Michaela Timm

Module Group	Leadership	
Module Name	PM 1.3 Business Psychology	
Description/Contents	<ul style="list-style-type: none"> - Introduction to Business Psychology and Leadership <ul style="list-style-type: none"> - Overview of psychological principles relevant to leadership - The role of psychology in understanding organizational behavior - Individual Differences and Personality in Leadership <ul style="list-style-type: none"> - Theories of personality and leadership - Assessing and managing individual differences - Motivation and Engagement in the Workplace <ul style="list-style-type: none"> - Motivational theories and their application to leadership - Strategies for enhancing employee engagement - Leadership Styles and Behavior <ul style="list-style-type: none"> - Different approaches to leadership - Adaptive Leadership behavior - Group Dynamics and Team Effectiveness <ul style="list-style-type: none"> - Understanding group behavior and dynamics - Facilitating effective teamwork and collaboration - Decision-Making and Problem-Solving <ul style="list-style-type: none"> - Psychological factors influencing decision-making - Strategies for effective decision-making in leadership roles - Emotional Intelligence and Self-Reflection in Leadership <ul style="list-style-type: none"> - Understanding emotional intelligence and its impact on leadership - Developing self-awareness and self-regulation as a leader - Romanticization of leadership - Case Studies and Practical Applications 	
Intended Learning Outcomes	<p>Upon successful completion of the module, participants will demonstrate proficiency in understanding and applying psychological principles to leadership roles. They will be equipped with the knowledge, skills, and psychological insights necessary to lead effectively, inspire teams and drive organizational success. Ultimately, learners will be prepared to leverage their understanding of human behavior to create positive working environments, foster employee engagement and achieve strategic goals within their organizations.</p>	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Oral exam (online)	
Credits (ECTS)	5	
Recommended Literature	McKenna, E. (2020). <i>Business psychology and organizational behaviour</i>. Routledge.	

	<p>Abbas, S. (2023). The Psychology of Leadership: A Research Review. The Journal of Research Review, 1(01), 26–34. https://thejrr.com/index.php/39/article/view/4</p> <p>Scheffler, M., Brunzel, J. Destructive leadership in organizational research: a bibliometric approach. <i>Scientometrics</i> 125, 755–775 (2020). https://doi.org/10.1007/s11192-020-03621-3</p>
Person Responsible	Prof. Dr. Achim Wortmann

Module Group	Leadership	
Module Name	PM 1.4 Sustainable Leadership	
Description/Contents	<ul style="list-style-type: none"> - Introduction to Sustainable and Regenerative Leadership <ul style="list-style-type: none"> - Understanding the concept of sustainable leadership - The business case of sustainability - Individual Level Mechanisms of Sustainable Leadership <ul style="list-style-type: none"> - Ethical values - Systems Thinking - Leaders' mindfulness - Reflective practices and reflexivity as a leader - Personal resilience - Organizational Level mechanisms of Sustainable Leadership <ul style="list-style-type: none"> - Ethical Leadership and Corporate Governance - Driving innovation for sustainability - Building organizational resilience to environmental and social challenges - Sustainable Supply Chain Management - Integrating sustainability into supply chain practices - Responsible sourcing and procurement strategies - Metrics and Reporting for Sustainability - Key performance indicators (KPIs) for measuring sustainability performance - Sustainability reporting frameworks and standards - Sustainability-oriented organizational culture - Stakeholder engagement - Sustainable and Regenerative Business Modelling <ul style="list-style-type: none"> - Understanding sustainable business model design patterns - Applying and evaluating circular, regenerative and solidary business models - Case Studies and Practical Applications 	
Intended Learning Outcomes	<p>Upon successful completion of the module, participants will demonstrate proficiency in understanding and applying sustainable leadership principles and practices. They will be equipped with the knowledge, skills and mindset necessary to lead ethically, drive positive societal impact and foster sustainable business practices within their organizations. Ultimately, learners will be prepared to contribute to the creation of a more sustainable and equitable world through their leadership roles.</p>	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Project assignment & presentation (online)	
Credits (ECTS)	5	
Recommended Literature	Emmanuelle Aoustin, "Regenerative leadership: what it takes to transform business into a force for good", <i>Field Actions Science Reports</i>, Special Issue 25 2023, 92-97.	

	<p>Beehner, C. G. (2021): System Leadership for Sustainability. Routledge.</p> <p>Kanyangale, MD. I. (2022): The Nature of Sustainable Leadership: Pitfalls, Insights and New Model. In: Leadership for Sustainable and Educational Advancement - Advancing Great Leaders and Leadership. Joseph Crawford (Ed.). IntechOpen. doi: 10.5772/intechopen.110860.</p> <p>Kempster, S., & Jackson, B. (2021). Leadership for What, Why, for Whom and Where? A Responsibility Perspective. <i>Journal of Change Management</i>, 21(1), 45–65. https://doi.org/10.1080/14697017.2021.1861721</p> <p>Redekop, B. W. (2024): Environmentally Sustainable Leadership Past, Present, and Future. Edward Elgar Publishing.</p>
Person Responsible	Prof. Dr. Jana-Michaela Timm

Module Group	Leadership	
Module Name	PM 1.5 AI Leadership & Future Tech	
Description/Contents	<ul style="list-style-type: none"> - Introduction to AI and Future Tech <ul style="list-style-type: none"> - Overview of artificial intelligence, machine learning, and emerging technologies - The impact of AI and future tech on leadership and organizations - AI Applications in Business and Leadership <ul style="list-style-type: none"> - AI-driven business models and strategies - Leading AI-driven initiatives and digital transformation - Ethical and Responsible AI Leadership <ul style="list-style-type: none"> - Ethical considerations in AI and future tech adaption - Ensuring responsible AI use and mitigating risks - Balancing innovation with social responsibility - AI Implementation and Change Management <ul style="list-style-type: none"> - Strategies for implementing AI technologies in organizations - Managing change and fostering adoption - Innovation and Creativity in AI Leadership <ul style="list-style-type: none"> - Leveraging AI for innovation and creativity - Cultivating a culture of experimentation and learning - Data-driven Decision-Making and Predictive <ul style="list-style-type: none"> - Utilizing AI and data analytics for decision-making - Predictive analytics for strategic planning and risk management - Prescriptive analytics in business decision making - Building High-Performing Digital Teams <ul style="list-style-type: none"> - Team dynamics in virtual and distributed settings - Leadership strategies for remote teams - Case Studies and Practical Applications 	
Intended Learning Outcomes	<p>Upon successful completion of the module, participants will demonstrate proficiency in understanding and leading in AI-driven environments. They will be equipped with the knowledge, skills and mindset necessary to integrate AI and future tech into organizational strategies, drive innovation and navigate ethical considerations. Ultimately, learners will be prepared to leverage AI and emerging technologies to lead effectively, drive organizational success and shape the future of their industries and communities.</p>	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Project assignment & presentation (online)	
Credits (ECTS)	5	
Recommended Literature	Aziz, M. F. Aziz; Rajesh, J. I.; Jahan, F.; McMurray, A.; Ahmed, N.; Narendran, R.; Harrison, C.: AI-powered leadership: a systematic literature review. <i>Journal of Managerial Psychology</i> 2024; https://doi.org/10.1108/JMP-05-2024-0389	

	<p>Bevilacqua, S., Masárová, J., Perotti, F.A. <i>et al.</i> Enhancing top managers' leadership with artificial intelligence: insights from a systematic literature review. <i>Rev Manag Sci</i> (2025). https://doi.org/10.1007/s11846-025-00836-7</p> <p>Hossain, S., Fernando, M., & Akter, S. (2025). Digital Leadership: Towards a Dynamic Managerial Capability Perspective of Artificial Intelligence-Driven Leader Capabilities. <i>Journal of Leadership & Organizational Studies</i>, 32(2), 189-208. https://doi.org/10.1177/15480518251319624</p> <p>Madanchian, S.M.; Taherdoost, H; Vincenti, M.; Mohamed, N: Transforming Leadership Practices through Artificial Intelligence, <i>Procedia Computer Science</i>, Volume 235: 2101-2111. https://doi.org/10.1016/j.procs.2024.04.199</p> <p>Zaman, K. (2025): Agentic Leadership - Timeless Truths, New Intelligence: A Call for Leaders to Lead with AI.</p>
Person Responsible	Lecturer: Sascha Pietruska (leading the next gen, Braunschweig)

Module Group	People & Culture	
Module Name	PM 2.1 New Work	
Description/Contents	<ul style="list-style-type: none"> - Introduction to New Work in a VUCA world <ul style="list-style-type: none"> - Understanding the concept and principles of New Work - Historical context and drivers of the New Work movement - Understanding VUCA (Volatile, Uncertain, Complex, Ambiguous) as the new working environment reality - Remote Work and Virtual Collaboration <ul style="list-style-type: none"> - Strategies for leading remote and in distributed teams - Tools and technologies for virtual collaboration - Flexible Work Arrangements and Work-Life-Integration <ul style="list-style-type: none"> - Implementing flexible work schedules and policies - Promoting work-life balance and employee well-being - Agile Methods and Adaptive Leadership <ul style="list-style-type: none"> - Agile principles and methods for responsive leadership - Adaptive leadership approaches in dynamic work environments - Digital Transformation and Innovation in New Work <ul style="list-style-type: none"> - Leveraging digital tools for innovation and productivity - Encouraging experimentation and creativity in virtual settings - Employee Engagement and Empowerment <ul style="list-style-type: none"> - Strategies for fostering employee autonomy and empowerment - Building a culture of trust and accountability - Case Studies and Practical Applications 	
Intended Learning Outcomes	<p>Upon successful completion of the module, participants will demonstrate proficiency in understanding and leading in the New Work environment. They will be equipped with the knowledge, skills and strategies necessary to adapt to remote and flexible work arrangements, foster collaboration and innovation and promote employee engagement and well-being. Ultimately, learners will be prepared to navigate the challenges and opportunities of the New Work landscape, driving organizational success and resilience in a rapidly evolving working environment.</p>	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Portfolio	
Credits (ECTS)	5	
Recommended Literature	<p>Esenyel, V. (2024): Evolving Leadership Theories: Integrating Contemporary Theories for VUCA Realities. <i>Administrative Sciences</i>, 14(11), 270. https://doi.org/10.3390/admsci14110270</p> <p>Khan M. M.; Ahmed S. S. & Khan E. (2021): The Emerging Paradigm of Leadership for Future: The Use of Authentic Leadership to Lead Innovation in VUCA Environment. <i>Front. Psychol.</i> 12.</p>	

	<p>Kılıç, M., Çalışkan, C. Disaster leadership in the VUCA paradigm: next-generation competencies. <i>Nat Hazards</i> (2025). https://doi.org/10.1007/s11069-025-07372-3</p> <p>Magistretti, S. & Trabucchi, D. (2025): Agile-as-a-tool and agile-as-a-culture: a comprehensive review of agile approaches adopting contingency and configuration theories. <i>Rev Manag Sci</i> 19: 223–253. https://doi.org/10.1007/s11846-024-00745-1</p> <p>Olivier, S.; Hölscher, F. & Williams, C. (2021). Agile Leadership for Turbulent Times Integrating Your Ego, Eco and Intuitive Intelligence. Routledge. ISBN 9780367620967.</p> <p>Repenning, N. P.; Kieffer, D. & Repenning, J. (2017): A New Approach to Designing Work. MIT Sloan Management Review. 59/2.</p>
Person Responsible	Professorship People & Culture

Module Group	People & Culture	
Module Name	PM 2.2 Communication & Interaction	
Description/Contents	<ul style="list-style-type: none"> - Introduction to Communication in Leadership <ul style="list-style-type: none"> - Importance of communication for leadership effectiveness - Communication models and theories - Verbal and Nonverbal Communication Skills <ul style="list-style-type: none"> - Effective speaking and presentation skills - Understanding body language and nonverbal cues - Active Listening and Empathetic Communication <ul style="list-style-type: none"> - Techniques for active listening - Developing empathy in communication - Feedback and Performance Communication <ul style="list-style-type: none"> - Providing constructive feedback - Performance appraisal and coaching - Conflict Resolution and Negotiation <ul style="list-style-type: none"> - Strategies for managing conflicts in the workplace - Negotiation techniques for leaders - Team Communication and Collaboration <ul style="list-style-type: none"> - Building effective team communication channels - Facilitating collaboration and team synergy - Cross-Cultural Communication <ul style="list-style-type: none"> - Understanding cultural and disciplinary differences in communication - Adapting communication styles in multicultural and multi-disciplinary environments - Communication Challenges and Solutions <ul style="list-style-type: none"> - Addressing communication barriers and misconceptions - Developing strategies for overcoming communication challenges 	
Intended Learning Outcomes	Upon successful completion of the module, participants will demonstrate proficiency in communication and interaction skills essential for effective leadership. They will be equipped with the ability to communicate clearly, empathetically, and persuasively, fostering positive relationships, resolving conflicts and driving collaboration within their teams and organizations. Ultimately, learners will be prepared to lead with impact, influence and authenticity in diverse leadership contexts.	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Presentation (online)	
Credits (ECTS)	5	
Recommended Literature	Arendt JFW, Pircher Verdorfer A. & Kugler KG (2019): Mindfulness and Leadership: Communication as a Behavioral Correlate of Leader Mindfulness and Its Effect on Follower Satisfaction. Front. Psychol. 10.	

	<p>Jian, G., & Fairhurst, G.T. (Eds.). (2025). <i>The Routledge Handbook of Organizational Leadership Communication</i> (1st ed.). Routledge. https://doi.org/10.4324/9781003380115</p> <p>Men, L. R., Qin, Y. S., Fitzsimmons, A. B., DiStaso, M. W., & Heffron, E. (2024). An Integrated Framework for Exploring the Impact of Leadership Communication on Employee Trust During Disruptive Crisis Times. <i>International Journal of Business Communication</i>, 0(0). https://doi.org/10.1177/23294884241226567</p>
Person Responsible	Professorship People & Culture

Module Group	People & Culture	
Module Name	PM 2.3 Diversity & Intercultural Management	
Description/Contents	<ul style="list-style-type: none"> - Introduction to Diversity, Equity and Inclusion in Leadership <ul style="list-style-type: none"> - Understanding diversity and its importance for organizational success - Dimensions of gender in leadership - Principles of equity and inclusion in leadership - Cultural Dimensions and Intercultural Communication <ul style="list-style-type: none"> - Cultural dimensions theory - Strategies for effective intercultural communication - Managing Diversity and Gender Equality <ul style="list-style-type: none"> - Leveraging diversity as a strategic advantage - Creating inclusive work environments - Psychological diversity - Cross-Cultural Leadership and Team Management <ul style="list-style-type: none"> - Leading effectively in diverse teams - Building cross-cultural collaboration and synergy - Conflict Resolution and Negotiation Across Cultures <ul style="list-style-type: none"> - Managing conflicts in multicultural teams - Negotiating effectively in intercultural contexts - Diversity in Global Business Strategy <ul style="list-style-type: none"> - Incorporating diversity considerations into strategic planning - Global talent management and recruitment practices - Case Studies in Diversity and Intercultural Management 	
Intended Learning Outcomes	<p>Upon successful completion of the module, participants will demonstrate proficiency in understanding and navigating diversity, equity and inclusion issues in leadership roles. They will be equipped with the knowledge, skills and cultural competencies necessary to lead inclusively, foster collaboration and drive innovation in diverse global settings. Ultimately, learners will be prepared to effectively manage multicultural teams, navigate complex intercultural dynamics and leverage diversity as strategic advantage for organizational success in today's globalized world.</p>	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Presentation (online)	
Credits (ECTS)	5	
Recommended Literature	<p>Chengere, K. A., Bekele, M. (2024): Cross-Cultural Leadership and Diversity: A Comprehensive Literature Review. <i>Science Innovation</i>, 12(6), 109-112. https://doi.org/10.11648/j.si.20241206.14</p> <p>Chin, J., & Trimble, J. (2015): <i>Diversity and leadership</i>. SAGE Publications, Inc., https://doi.org/10.4135/9781483368801</p>	

	Genkova, P.; Flynn, M.; Morley, M. & Rašticová, M. (2025): Handbook of Diversity Competence – European Perspectives. Springer Cham. https://doi.org/10.1007/978-3-031-69308-3
Person Responsible	Professorship People & Culture

Module Group	People & Culture	
Module Name	PM 2.4 Coaching & Supervision	
Description/Contents	<ul style="list-style-type: none"> - Introduction to Coaching and Supervision <ul style="list-style-type: none"> - Understanding the role and importance of coaching and supervision in leadership development - Differentiating coaching and supervision approaches - Coaching and Supervision Models and Theories <ul style="list-style-type: none"> - Overview of coaching and supervision models and frameworks - Psychodynamic, behavioral and humanistic theories of coaching and supervision - Communication and Interpersonal Skills <ul style="list-style-type: none"> - Active Listening and questioning techniques - Building personal connection and trust in coaching and supervision relationships - Goal Setting and Action Planning - Feedback and Feedforward in Coaching and Supervision - Motivation and Self-Awareness - Ethics and Boundaries in Coaching and Supervision <ul style="list-style-type: none"> - Ethical considerations and guidelines for coaches and supervisors - Maintaining professional boundaries and confidentiality - Case Studies and Practical Applications 	
Intended Learning Outcomes	<p>Upon successful completion of the module, participants will demonstrate proficiency in understanding and applying coaching and supervision principles and techniques. They will be equipped with the knowledge, skills and competencies necessary to coach and supervise individuals and teams effectively, facilitate growth and development and enhance performance in organizational settings. Ultimately, learners will be prepared to serve as effective coaches and supervisors guiding others toward their full potential and success in leadership roles.</p>	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Project assignment & Presentation (online)	
Credits (ECTS)	5	
Recommended Literature	<p>Awakara, R. & Yakura, H. (2024): Coaching Copilot: Blended Form of an LLM-Powered Chatbot and a Human Coach to Effectively Support Self-Reflection for Leadership Growth. ACM CUI Proceedings.</p> <p>Cox, E.; Bachkirova, T. & Clutterbuck, D. (Eds.) (2023): The Complete Handbook of Coaching. Fourth Edition (Updated Edition). SAGE Publications Ltd.</p> <p>Yi-Ling Lai, Stephen Palmer (2019): Psychology in executive coaching: an integrated literature review. <i>Journal of Work-Applied Management</i>. 11 (2): 143–164. https://doi.org/10.1108/JWAM-06-2019-0017</p>	

	<p>Mastrorilli, A.; Santarpia, F. P. & Borgogni, L. (2025): Team collective efficacy as a mediator of coaching leadership effects on exhaustion: a multilevel investigation. <i>Team Performance Management: An International Journal</i> (2025) 31 (1-2): 38–62.</p> <p>Pajuoja, M., Viitala, R. & Henttonen, K. (2025): Supporting innovating employees: how managerial coaching affects four dimensions of innovative work behavior. <i>Rev Manag Sci</i>. https://doi.org/10.1007/s11846-025-00837-6</p>
Person Responsible	Professorship People & Culture

Module Group	Business Planning	
Module Name	PM 3.1 Law & Compliance	
Description/Contents	<ul style="list-style-type: none"> - Introduction to Law, Compliance and Leadership <ul style="list-style-type: none"> - Understanding the relationship between law, compliance and leadership - Legal framework relevant to organizational leadership - Compliance Requirements and Regulatory Frameworks <ul style="list-style-type: none"> - Overview of compliance obligations in different industries - Regulatory agencies and their roles to oversight and enforce regulations - Risk Management and Legal Liability <ul style="list-style-type: none"> - Identifying and assessing legal risks in leadership roles - Strategies for mitigating legal liabilities - Corporate Governance and Leadership <ul style="list-style-type: none"> - Responsibilities of leaders in corporate governance - Board structures and functions - Employment Law and Human Resource Management <ul style="list-style-type: none"> - Legal considerations in recruitment, hiring and termination process - Employment contracts and labor laws - Intellectual Property Rights and Innovation <ul style="list-style-type: none"> - Protection of intellectual property assets - Leadership strategies for fostering innovation while respecting IP rights - Legal Forms of Organizations <ul style="list-style-type: none"> - Understanding international, European and exemplary national legal forms and their use cases - Case Studies and Practical Applications 	
Intended Learning Outcomes	Upon successful completion of the module, participants will demonstrate proficiency in understanding and applying legal and compliance principles to leadership roles. They will be equipped with the knowledge, skills and ethical mindset necessary to lead responsibly, make informed decisions and navigate complex legal landscapes within organizational contexts, thereby contributing to the long-term success and sustainability of their organizations.	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Oral exam (online)	
Credits (ECTS)	5	
Recommended Literature	Aiolfi, G. (2020): Anti-Corruption Compliance - A Guide for Small and Mid-Sized Organizations. Edward Elgar Publishing. ISBN: 978 1 78990 531 1.	

	<p>Park, W. G. (Eds.). (2024). Handbook of Innovation and Intellectual Property Rights. Cheltenham, UK: Edward Elgar Publishing. https://doi.org/10.4337/9781800880627</p> <p>Rooij van, B. & Sokol, D. D. (2021): The Cambridge Handbook of Compliance. Cambridge University Press. Online ISBN: 9781108759458</p>
Person Responsible	Prof. Dr. Thomas Schmallowsky

Module Group	Business Planning	
Module Name	PM 3.2 Strategy & Change	
Description/Contents	<ul style="list-style-type: none"> - Introduction to Strategic Management and Leadership <ul style="list-style-type: none"> - Understanding the role of strategy in organizational success - Key concept and frameworks in strategic management - Environmental Analysis and Strategy Framing <ul style="list-style-type: none"> - Different management analysis techniques to identify strategic opportunities and threats - Strategic Planning and Goal Setting <ul style="list-style-type: none"> - Developing a strategic vision and mission - Methods for goal and objective setting - Strategy Implementation and Execution <ul style="list-style-type: none"> - Translating strategy into action plans - Aligning organizational resources and capabilities - Performance Measurement and Evaluation <ul style="list-style-type: none"> - Key performance indicators (KPIs) for strategic evaluation - Balancing short-term and long-term performance metrics - Leading Change and Organizational Transformation - Managing Organizational Culture and Resistance to Change - Adaptability and coping with change stress - Stakeholder Management and Communication <ul style="list-style-type: none"> - Identifying and engaging key stakeholders - Communication strategies for effective change leadership - Case Studies and Practical Applications 	
Intended Learning Outcomes	<p>Upon successful completion of the module, participants will demonstrate proficiency in understanding and applying strategic management principles and change leadership strategies. They will be equipped with the knowledge, skills and strategic mindset necessary to develop and implement effective organizational strategies, lead successful change initiatives and drive sustainable growth and innovation within their organizations. Ultimately, learners will be prepared to navigate complex business environments, adapt to evolving market dynamics and position their organizations for long-term success and competitiveness.</p>	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Portfolio	
Credits (ECTS)	5	
Recommended Literature	<p>Dumas, C. & Beinecke, R. H. (2018): Change leadership in the 21st century. <i>Journal of Organizational Change Management</i>. 31 (4): 867–876. https://doi.org/10.1108/JOCM-02-2017-0042</p> <p>Holm, C.G., Kringelum, L. & Anand, A. Creating effective strategy implementation: a systematic review of managerial and organizational levers. <i>Rev Manag Sci</i>. https://doi.org/10.1007/s11846-025-00880-3</p>	

	<p>Laloux, F. (2014): Reinventing Organizations. Nelson Parker. ISBN-13: 978-2960133509</p> <p>Pfefferman, N. (2020): New Leadership in Strategy and Communication - Shifting Perspective on Innovation, Leadership, and System Design. Springer Cham. DOI: https://doi.org/10.1007/978-3-030-19681-3</p>
Person Responsible	Lecturer: Morten Lange (DETEGO)

Module Group	Business Planning	
Module Name	PM 3.3 Project & Innovation Management	
Description/Contents	<ul style="list-style-type: none"> - Introduction to Project Management <ul style="list-style-type: none"> - Overview of project management principles and methodologies - Project lifecycle and phases - Project Planning and Scheduling - Resource Management and Allocation <ul style="list-style-type: none"> - Identifying and allocating project resources - Managing project resources - Project Finance Controlling & Accounting <ul style="list-style-type: none"> - Finance planning and managing: budgeting, forecasting, financial planning - Value capture: Analysis and profitability and viability - Financial reporting - Risk Management in Projects <ul style="list-style-type: none"> - Identifying and assessing project risks - Developing risk mitigation strategies - Stakeholder Management and Communication - Fostering a Culture of Innovation <ul style="list-style-type: none"> - Understanding innovation processes - Types of innovation and innovation strategies - Creating an environment conducive to innovation - Managing the Innovation Process <ul style="list-style-type: none"> - Idea screening, evaluation and selection - Implementing and scaling innovations - Case Studies and Practical Applications 	
Intended Learning Outcomes	<p>Upon successful completion of the module, participants will demonstrate proficiency in understanding and applying project management and innovation management principles and techniques. They will be equipped with the knowledge, skills and competencies necessary to lead successful projects, drive innovation and enhance organizational competitiveness. Ultimately, learners will be prepared to effectively manage projects, foster a culture of innovation and lead organizational change and growth as innovative leaders.</p>	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Oral exam (online)	
Credits (ECTS)	5	
Recommended Literature	<p>Dalcher, D. (2022): Rethinking Project Management for a Dynamic and Digital World. Routledge. ISBN 9781003228615</p> <p>Davies, A.; Lenfle, S.; Loch, C. H. & Midler, C. (2023): Handbook on Innovation and Project Management. Edward Elgar Publishing. ISBN: 978 1 78990 179 5</p>	

	McLaughlin, G. C. & Kennedy, W. R. (2016): Innovation Project Management Handbook. Taylor & Francis Group. DOI: https://doi.org/10.1201/b19726
Person Responsible	Lecturer: André Röhl (NBS lecturer)

Module Group	Business Planning	
Module Name	PM 3.4 Trends & Megatrends	
Description/Contents	<ul style="list-style-type: none"> - Introduction to Trends and Megatrends <ul style="list-style-type: none"> - Understanding the difference between trends and megatrends - The impact of trends and megatrends on leadership and organizations - Trend Identification and Analysis <ul style="list-style-type: none"> - Techniques for identifying - Analyzing the implications of trends for different industries and sectors - Strategic Foresight and Scenario Planning <ul style="list-style-type: none"> - Developing scenarios based on emerging trends and uncertainties - Using strategic foresight to inform decision-making - Innovation and Opportunity Recognition <ul style="list-style-type: none"> - Leveraging trends for innovation and opportunity identification - Strategies for capitalizing on emerging market trends - Organizational Adaption to Trends and Megatrends <ul style="list-style-type: none"> - Aligning organizational strategies with emerging trends - Building organizational resilience and agility - Leadership in a trend-driven Environment <ul style="list-style-type: none"> - The role of leaders in anticipating and responding of trends - Developing leadership capabilities - Case Studies and Practical Applications 	
Intended Learning Outcomes	<p>Upon successful completion of the module, participants will demonstrate proficiency in understanding and leveraging trends and megatrends for organizational success. They will be equipped with the knowledge, skills and strategic foresight necessary to anticipate, analyze and adapt to emerging trends and megatrends, driving innovation, growth and competitive advantage within their organizations. Ultimately, learners will be prepared to lead strategically in dynamic environments, harnessing trends to shape the future of their organizations and industries.</p>	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Presentation (online)	
Credits (ECTS)	5	
Recommended Literature	<p>Artuso, F & Guijt, I (2020): Global Megatrends: Mapping the forces that affect us all. Oxfam Discussion Papers. Tetrieved from: https://oxfamlibrary.openrepository.com/handle/10546/620942 (24/08/2025)</p> <p>Hieker, C. & Pringle, J. (2021): The Future of Leadership Development - Disruption and the Impact of Megatrends. Palgrave Macmillan Cham. DOI: https://doi.org/10.1007/978-3-030-53544-5</p>	

	<p>Linthorst J, de Waal A. (2020): Megatrends and Disruptors and Their Postulated Impact on Organizations. <i>Sustainability</i>. 12(20):8740. https://doi.org/10.3390/su12208740</p> <p>Zukunftsinstitut (2019): The Megatrends. Zukunftsinstitut. Retrieved from: https://www.zukunftsinstitut.de/zukunftsthemen/dossier/mega-trends-en (24/07/2025)</p>
Person Responsible	Prof. Dr. Jana-Michaela Timm

Module Group	Master-Project	
Module Name	PM 4.0 Master Project	
Description/Contents	<ul style="list-style-type: none"> - At the beginning of the Master project, the instructor recaps methodological and systematic approaches to research. The goal is to align students' academic writing skills before starting their Master theses. - The Master's project deals with complex issues with an international focus, for the solution of which cross-module knowledge and skills are just as important as specialized business and methodological knowledge from the field of leadership - The projects either have a direct relation to business or focus on current research topics. - The work is carried out in groups of a maximum of five students. - The Master's project serves as an interdisciplinary „lab“ to gain practical and methodological experience. - The research-based learning approach gives students their first insights into applied research and, likewise, finetunes their academic writing skills. 	
Intended Learning Outcomes	The students work independently in groups of up to five people and apply the skills and competencies they have developed throughout their studies. The focus is on working on a complex management or entrepreneurial issue. The aim is, among other things, to foster systems thinking, communication, presentation and moderation skills as well as the preparation of academic writing in a concrete project before the students start their master thesis	
Teaching Methods	Online-Lectures, tutorials, group work with seminar-style elements, self-study, possibly in addition with selected expert lectures.	
Requirements	Formal: None Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	150 hours: 26 hours online attendance 22 hours online teaching 102 hours independent study
Examination type	Presentation (online)	
Credits (ECTS)	5	
Recommended Literature	<p>Bell, E.; Bryman, A. & Harley, B. (2019): Business Research Methods. Oxford University Press.</p> <p>Booth, W. C.; Colomb, G. G.; Williams, J. M.; Bizup, J. & Fitzgerald, W. T. (2016): The Craft of Research. University of Chicago Press</p>	
Person Responsible	Prof. Dr. Jana-Michaela Timm	

Module Group	Master-Thesis	
Module Name	PM 5.1 Master Thesis	
Description/Contents	In the final module, students deal with a research question of the range of topics that they have been encountered throughout the degree program.	
Intended Learning Outcomes	In the Master thesis, students demonstrate that they are capable of solving a complex problem independently from the subject areas within a specified period of time. With the Master thesis, students demonstrate their competence to develop problem-oriented approaches to solutions, considering broad knowledge and specialist literature in their individual research project	
Teaching Methods		
Requirements	Formal: 60 ECTS Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	480 hours: 480 hours independent study
Examination type	Master-Thesis	
Credits (ECTS)	16	
Recommended Literature	<p>Bolker, J. (1998): Writing Your Dissertation in Fifteen Minutes a Day: A Guide to Starting, Revising, and Finishing Your Doctoral Thesis. Holt Paperbacks.</p> <p>Murray, R. (2025): How to Write a Thesis. McGraw-Hill. ISBN 978-0-335-25297-8</p>	
Person Responsible	All professorships involved	

Module Group	Master-Thesis	
Module Name	PM 5.2 Master Colloquium	
Description/Contents	During the colloquium, the students defend their research questions and their key topics presented in the Master thesis.	
Intended Learning Outcomes	The students are able to present their results in an academic discussion (defense) in a well-founded manner in terms of content and to present their arguments. The colloquium is open to the university's public.	
Teaching Methods		
Requirements	Formal: 86 ECTS Content: None	
Module Duration	1 Semester	
Availability	Each Semester	
Workload	Part-Time (Online)	120 hours: 120 hours independent study
Examination type	Colloquium (online)	
Credits (ECTS)	4	
Recommended Literature	Booth, W. C.; Colomb, G. G.; Williams, J. M.; Bizup, J. & Fitzgerald, W. T. (2016): The Craft of Research. University of Chicago Press.	
Person Responsible	All professorships involved	