



HELMUT SCHMIDT
UNIVERSITÄT

Universität der Bundeswehr Hamburg

Module Handbook
(last amended 14 February 2023)

Master's Programme

International Procurement Cooperation (IPC)

Helmut Schmidt University / University of the Federal
Armed Forces Hamburg (HSU/UniBw H)

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Module Overview

1. Foundational phase (20 ECTS credits)

Module number	Module title
IPC-G-01	Leadership and management
IPC-G-02	Politics, law and economics of procurement in the European area
IPC-G-03	Project and innovation management
IPC-G-04	Empirical research methods

2. Consolidation phase (20 ECTS credits)

Compulsory elective (minimum 10 ECTS credits)

Module number	Module title
IPC-V-01	Capability management
IPC-V-02	Network management
IPC-V-03	Negotiation
IPC-V-04	Risk management and compliance

3. Specialisation phase (15 ECTS credits)

Law track (compulsory; 15 ECTS)

Module number	Module title
IPC-J-01	Methodology of European and international law
IPC-J-02	European contract law and contract drafting
IPC-J-03	Principles of European public procurement law

Economics track (compulsory elective; minimum 15 ECTS)

Module number	Module title
IPC-Ö-01	Fundamentals of economics
IPC-Ö-02	Accounting and controlling
IPC-J-01	Methodology of European and international law
	<i>(or another module from the catalogue of compulsory modules of the consolidation phase)</i>

4. Final phase (15 ECTS credits)

Module number	Module title
IPC-A-01	Thesis module

Modules

Module number	Module title	Number of ECTS credits
IPC-G-01	Leadership and management	5

Module type	Person(s) in charge of module	Email / telephone
C	Professor Dr. Göbel/ Professor Dr. Klenk/ Professor Dr. Felfe	see HSU/UniBw H homepage

Module description

1. Qualification objectives

Students will be able to identify, analyse and reflect on typical problems of management and leadership in organisations. They will be able to develop and assess approaches to these problems on the basis of a range of multidisciplinary and interdisciplinary theories and methods.

Students will develop a systematic understanding of leadership theories in social sciences and will apply modern leadership principles rooted in science. They will also be able to use this knowledge to assess their previous leadership experience. At the same time, they will be aware of how the specifics of certain professional fields affect different leadership contexts.

2. Content

The content of the module will be based on two main resources. Firstly, this will include approaches of leadership and management theory, which will draw on fields such as behavioural science, organisational research, business administration, psychology and administrative science. The wealth of experience of our participants in the leadership and management contexts that are specific to their professional fields will serve as the second resource. Over the course of the different phases of the module, these two resources will be connected and combined in a variety of ways.

In the **first classroom phase**, students of the master's programme will be introduced to the fundamentals of different academic theories and methods in the management and leadership of organisations and will learn about examples of their practical application.

In the **distance-learning phase**, students will – in accordance with the principles of problem-based learning (PBL) – apply the previously acquired knowledge and skills to issues that are familiar from their professional contexts.

In the **second classroom phase**, they will present the science-based approaches they will have developed in the previous phase. Based on case studies, students will reflect critically on theoretical approaches and will analyse and assess their own experience in the light of these theories. Individual aspects of the module subjects will be discussed in more conceptual depth.

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Introduction to leadership and management theories (1st classroom phase)	Lecture / colloquium	2	5	C	AT 01
Project presentations and in-depth discussion of the module subject (2nd classroom phase)	Lecture / colloquium	2			AT 01
Project: Conceptually guided analysis of practical questions from the module subjects	PBL	2			AT 01
4. Description of teaching and learning methods					
<p>Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)</p> <p>The module will consist of two classroom phases of three days each, which will comprise lectures with supplementary group work and discussions. The first classroom phase will focus on building theoretical foundations, while the second will provide students with an opportunity to reflect on, consolidate and expand on what they will have learned during the PBL phase.</p> <p>Between the two classroom phases, students will spend six to ten weeks on a blended-learning phase, during which they will take an academic approach to working on projects from their own professional environments. The PBL phase will be supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Participation requirements					
None					
6. Module applicability					
<p>The module is part of the foundational phase of the programme. It teaches methodological foundations for the consolidation phase.</p> <p>Where appropriate, the module may be used for other postgraduate programmes in accordance with the relevant programme and examination regulations.</p>					
7. Workload and credit points					
		Time period	Hours	Total hours	Credits
Classroom phase I		3 days	8/day	24	
Supervised project work (blended learning) and preparation of project report (incl. project presentation)		8 weeks	10/week	80	
Classroom phase II		3 days	8/day	24	
Module				128	5

8. Module examination and assessment
The work done in the context of the project during the PBL phase will be documented in a learning portfolio. This portfolio will be assessed and defended in a disputation.
9. Module duration
8 to 12 weeks of part-time studies
10. Number of participants
min. 6, max. 20
11. Registration formalities
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H
12. Bibliographical references and lecture notes
Yukl, G.; Gardner, W.L.III.: Leadership in Organizations. 9th Edition. London: Pearson, 2019. Robbins, S.; Judge, T.: Organizational Behavior. 18th Edition. London: Pearson, 2018. Schreyögg, G.; Koch, J.: Grundlagen des Managements. Basiswissen für Studium und Praxis. 3 Aufl. Wiesbaden: Springer, 2014. Van Wart, M.; Dicke, L.A. (Eds.): Administrative Leadership in the Public Sector. Armonk, NY: M.E. Sharp, 2008.
13. Additional information
Tuition fees will be charged for participation in this module.

Module number	Module title	Number of ECTS credits
IPC-G-02	Politics, law and economics of procurement in the European area	5
Module type	Person(s) in charge of module	Email / telephone
C	Univ.-Prof. Koller / Univ.-Prof. B. Meißner / Univ.-Prof. Höfler	see HSU/UniBw H homepage extern: heiko.hoefler@pwc.com

Module description

1. Qualification objectives
<p>Students are able to analyze the moments determining procurement cooperation in the European/international area. They are able to classify the explanatory contributions of the various relevant disciplines (politics, law, economics) for an understanding of procurement cooperation and, by linking the different perspectives, to realize the added value of an interdisciplinary perspective.</p> <p>The students have acquired methods to reclassify their own work-related experiences against the background of interdisciplinary learning. In addition, they have developed basic skills in analyzing practical cases of European/international procurement projects in interprofessional and international teams. Skills and knowledge developed in this module can be deepened in the further phases of their studies, both disciplinary and interdisciplinary.</p>
2. Content
<p>During the first classroom phase, students will get acquainted with the variety of complexity factors that are relevant in international and European procurement processes. Reflections may refer to the history of European integration in political, economic and legal terms. Contributions of the various disciplines represented by the study programme are discussed as well as - using the example of joint procurement initiatives - the institutional framework (PESCO, GSVP, EVF) at national, international and European level. The first presence phase can include contributions in the form of interdisciplinary workshops but can also be designed as a series of introductory lectures from the various disciplines.</p> <p>In the distance-learning phase, the participants will work independently on a case study related both to the subjects covered in the module and, if appropriate, to their own professional environment. The objective is to prepare a presentation of the problem on the basis of a previous project report.</p> <p>In the second classroom phase, the results from the distance-learning phase will be discussed and more in-depth study of individual aspects of the module subjects will be offered.</p>

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Introduction in the political, legal and economic aspects of procurement in the European area (1st classroom phase)	Lecture / colloquium	2	5	C	AT 01
Project presentations and in-depth discussion of the module subject (2nd classroom phase)	Lecture / colloquium	2			AT 01
Project: Conceptually guided analysis of practical questions from the module subjects	PBL	2			AT 01
4. Description of teaching and learning methods					
<p>Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)</p> <p>The module will consist of two classroom phases of three days each, which will comprise lectures with supplementary group work and discussions. The first classroom phase will focus on building theoretical foundations, while the second will provide students with an opportunity to reflect on, consolidate and expand on what they will have learned during the PBL phase.</p> <p>Between the two classroom phases, students will spend six to ten weeks on a blended-learning phase, during which they will take an academic approach to working on projects from their own professional environments. The PBL phase will be supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Participation requirements					
None					
6. Module applicability					
<p>The module is part of the foundational phase of the programme. It teaches foundations for the consolidation phase.</p> <p>Where appropriate, the module may be used for other postgraduate programmes in accordance with the relevant programme and examination regulations.</p>					
7. Workload and credit points					
		Time period	Hours	Total hours	Credits
Classroom phase I		3 days	8/day	24	
Supervised project work (blended learning) and preparation of project report (incl. project presentation)		8 weeks	10/week	80	

Classroom phase II	3 days	8/day	24	
Module			128	5
8. Module examination and assessment				
The work done in the context of the project during the PBL phase will be documented in a learning portfolio. This portfolio will be assessed and defended in a disputation.				
9. Module duration				
8 to 12 weeks of part-time studies				
10. Number of participants				
min. 6, max. 20				
11. Registration formalities				
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H				
12. Bibliographical references and lecture notes				
Owing to the topicality of the module's focus, relevant literature will be announced in the first session of the module at the latest.				
13. Additional information				
Tuition fees will be charged for participation in this module.				

Module number	Module title	Number of ECTS credits
IPC-G-03	Project and innovation management	5
Module type	Person(s) in charge of module	Email / telephone
C	Professor Dr. Hans Koller	see HSU/UniBw H homepage

Module description

1. Qualification objectives
<p>The participants will be able to assess procurement situations and apply appropriate procurement policy instruments in the context of major procurement projects. They will be familiar with the challenges inherent in managing project teams with members from different companies or public authorities and will know ways to tackle these challenges. This will also apply to projects intended to develop new and innovative solutions. The participants will also know typical instruments for managing major and innovative projects. They will be able to make carefully considered use of these instruments in situations that are characterised by a high degree of uncertainty.</p>
2. Content
<p>The first classroom phase will examine the institutional context of major procurement projects. The initial focus will be on the students' own competences and how to organise project cooperation as well as institutional safeguarding of major procurement projects from the perspective of transaction cost theory. In addition, the whole range of procurement policy instruments will be explained and, on the basis of transaction cost theory, recommendations for organising and configuring these instruments will be developed. This will be followed by a discussion of the challenges inherent in managing project teams as secondary organisational units frequently comprised of members from different companies or public authorities, all with their own specific objectives. The particular challenges of managing projects that deal with innovations will also be discussed. For all these challenges, participants will then develop possible solutions based on theory.</p> <p>In the distance-learning phase, the participants will reflect on and consolidate what they have learned in the first phase based on their own project experience –and thus empirical examples – or based on relevant examples from the literature. Students will present the results for discussion at the beginning of the second classroom phase, which helps consolidate their practical relevance for themselves and their fellow students.</p> <p>The second classroom phase will deal with individual instruments for planning and managing innovative projects, ranging from a work breakdown structure to resource and progress planning, scheduling, cost planning and cost control as well as integration into earned value analysis. With the focus on major and often innovative projects, all planning and control methods will be geared towards managing uncertainty in particular, which also includes risk management measures.</p>

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Institutional context of major and innovative procurement projects (1st classroom phase)	Lecture / colloquium	2	5	C	WT 01
Project presentations and in-depth discussion of the module subject (2nd classroom phase)	Lecture / colloquium	2			WT 01
Project: Conceptually guided analysis of practical questions from the module subjects	PBL	2			WT 01
4. Description of teaching and learning methods					
<p>Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)</p> <p>The module will consist of two classroom phases of three days each, which will comprise lectures with supplementary group work and discussions. The first classroom phase will focus on building theoretical foundations, while the second will provide students with an opportunity to reflect on, consolidate and expand on what they will have learned during the PBL phase.</p> <p>Between the two classroom phases, students will spend six to ten weeks on a blended-learning phase, during which they will take an academic approach to working on projects from their own professional environments. The PBL phase will be supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Participation requirements					
None					
6. Module applicability					
<p>The module is part of the foundational phase of the programme. It teaches methodological foundations for the consolidation phase.</p> <p>Where appropriate, the module may be used for other postgraduate programmes in accordance with the relevant programme and examination regulations.</p>					
7. Workload and credit points					
		Time period	Hours	Total hours	Credits
Classroom phase I		3 days	8/day	24	
Supervised project work (blended learning) and preparation of project report (incl. project presentation)		8 weeks	10/week	80	
Classroom phase II		3 days	8/day	24	
Module				128	5

8. Module examination and assessment
The work done in the context of the project during the PBL phase will be documented in a learning portfolio. This portfolio will be assessed and defended in a disputation.
9. Module duration
8 to 12 weeks of part-time studies
10. Number of participants
min. 6, max. 20
11. Registration formalities
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H
12. Bibliographical references and lecture notes
Rittman, K.; Durban's, K.: Project Management (IPMA). Freiburg/Br.: Haifa, 2020. Deutsche Gesellschaft für Projektmanagement (Hrsg.): Kompetenzbasiertes Projektmanagement. 2. Aufl., Nürnberg: GPM, 2019. Hauschildt, J.; Salomo, S.; Kock, A.; Schultz, C.: Innovationsmanagement, 6. Aufl., München: Vahlen, 2016. Picot, A.; Dietl, H.; Franck, E.; Fiedler, M.; Royer, S.: Organisation: Theorie und Praxis aus ökonomischer Sicht, 8. Aufl., Stuttgart: Schäffer-Poeschel, 2020.
13. Additional information
Tuition fees will be charged for participation in this module.

Module number	Module title	Number of ECTS credits
IPC-G-04	Empirical research methods	5
Module type	Person(s) in charge of module	Email / telephone
C	Professor Dr. Fantapié Altobelli / Professor Dr. Matiaske	see HSU/UniBw H homepage

Module description

1. Qualification objectives

In this module, students will learn to empirically examine and analyse phenomena relevant to their professional field. They will know the various methods of social research and will be able to conduct qualitative and quantitative empirical research work using descriptive, exploratory and inferential research methods. This will enable them to contribute to evidence-based decision-making.

2. Content

This module will deal with essential methods and techniques of empirical social research and the conditions, consequences and effects of their use in the participants' specific professional context. The focus will be on the development and application of scientifically sound survey and evaluation methods to reliably reflect phenomena that are relevant to specific professional fields.

During the **first classroom phase**, students will learn the basics of various methods of empirical social science research. Once they have acquired this know-how, the students will focus on discussing the suitability of these methods for empirical research in typical professional areas of application – from compiling social science data in specific research projects to the potential of various methods of analysing interrelations and interpreting the results. Quantitative research methods (such as in descriptive and inferential studies) as well as qualitative approaches will be examined, for example, in the context of explorative studies. In evaluating the results, we will critically discuss the methodological background and suitability of the various approaches, particularly in terms of quality, such as in qualitative content analysis.

In the **distance-learning phase**, the students will prepare their own empirical study project, which will include both qualitative and quantitative methods, if appropriate, and will be directly relevant to their professional environment. The results will be documented in a research report.

The results of the study project will be discussed in the **second classroom phase**. Individual aspects of the module subject are also be discussed and reflected in more depth.

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Introduction to the basic principles of empirical research methods (1st classroom phase)	Lecture / colloquium	2	5	C	WT 01
Project presentations and in-depth discussion of the module subject (2nd classroom phase)	Lecture / colloquium	2			WT 01
Project: Empirical study of an occupation-related subject	PBL	2			WT 01
4. Description of teaching and learning methods					
<p>Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)</p> <p>The module will consist of two classroom phases of three days each, which will comprise lectures with supplementary group work and discussions. The first classroom phase will focus on building theoretical foundations, while the second will provide students with an opportunity to reflect on, consolidate and expand on what they will have learned during the PBL phase.</p> <p>Between the two classroom phases, students will spend six to ten weeks on a blended-learning phase, during which they will take an academic approach to working on projects from their own professional environments. The PBL phase will be supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Participation requirements					
None					
6. Module applicability					
<p>The module is part of the foundational phase of the programme. It teaches methodological foundations for the consolidation phase.</p> <p>Where appropriate, the module may be used for other postgraduate programmes in accordance with the relevant programme and examination regulations.</p>					
7. Workload and credit points					
		Time period	Hours	Total hours	Credits
Classroom phase I		3 days	8/day	24	
Supervised project work (blended learning) and preparation of project report (incl. project presentation)		8 weeks	10/week	80	
Classroom phase II		3 days	8/day	24	
Module				128	5
8. Module examination and assessment					

The work done in the context of the project during the PBL phase will be documented in a learning portfolio. This portfolio will be assessed and defended in a disputation.
9. Module duration
8 to 12 weeks of part-time studies
10. Number of participants
min. 6, max. 20
11. Registration formalities
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H
12. Bibliographical references and lecture notes
Schnell, R.; Hill, P. B. & Esser, E.: Methoden der empirischen Sozialforschung. 11. Aufl., München: Oldenbourg, 2018. Frankfort-Nachmias, C.; Nachmias, D. & DeWard, J.: Research methods in the social sciences. 8th ed., London: MacMillan, 2015.
13. Additional information
Tuition fees will be charged for participation in this module.

Module number	Module title	Number of ECTS credits
IPC-V-01	Capability management	5
Module type	Person(s) in charge of module	Email / telephone
CE	Col (GS) Carsten Hunte (Bundeswehr Office for Defence Planning)	see HSU/UniBw H homepage

Module description

1. Qualification objectives
<p>The participants will learn about capability management of European armed forces. They will analyse capability requirements based on multinational planning processes (focus: NATO defence planning process, NDPP) and national processes (examples: IPD process in Germany and similar processes in France, the UK and the Netherlands). Students will also learn how to handle different classifications of capability descriptions (for example NATO “architecture”, Bundeswehr “capability state”, EU). They will learn the methods used by the different nations for evaluating existing capabilities and, based on sample problems, they will identify quantitative and qualitative capability gaps (DELTA) while taking into account the timeline. They will also learn approaches for how capabilities in the different nations can generally be initiated and developed as projects. This will include national methods such as Customer Product Management (CPM) as well as other forms of binational and multinational cooperation for capability development and provision (e.g. pooling, sharing, framework nations concept). On this basis, the students will be able to contribute their acquired competences systematically and efficiently to their professional environments.</p>
2. Content
<p>During the first classroom phase, students will learn the fundamentals of capability management and the different framework conditions at national and international levels through introductory presentations and exercises based on the examples of selected case studies and the resulting lessons learned. Particular focus will be placed on the comparative approach to analysing requirements as well as on methods for closing capability gaps.</p> <p>In the distance-learning phase, the participants will work independently on a case study related both to the subjects covered in the module and, if appropriate, to their own professional environment. The objective is to prepare a presentation of the problem on the basis of a previous project report.</p> <p>In the second classroom phase, the results from the distance-learning phase will be discussed and more in-depth study of individual aspects of the module subjects will be offered.</p>

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Introduction to the basic principles of capability management (1st classroom phase)	Lecture / colloquium	2	5	C	ST 01
Project presentations and in-depth discussion of the module subject (2nd classroom phase)	Lecture / colloquium	2			ST 01
Project: Conceptually guided analysis of practical questions from the module subjects	PBL	2			ST 01
4. Description of teaching and learning methods					
<p>Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)</p> <p>The module will consist of two classroom phases of three days each, which will comprise lectures with supplementary group work and discussions. The first classroom phase will focus on building theoretical foundations, while the second will provide students with an opportunity to reflect on, consolidate and expand on what they will have learned during the PBL phase.</p> <p>Between the two classroom phases, students will spend six to ten weeks on a blended-learning phase, during which they will take an academic approach to working on projects from their own professional environments. The PBL phase will be supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Participation requirements					
None					
6. Module applicability					
<p>The module is part of the compulsory elective section for both tracks of the programme. It serves as preparation for the specialisation and final study phases.</p> <p>Where appropriate, the module may be used for other postgraduate programmes in accordance with the relevant programme and examination regulations.</p>					
7. Workload and credit points					
		Time period	Hours	Total hours	Credits
Classroom phase I		3 days	8/day	24	
Supervised project work (blended learning) and preparation of project report (incl. project presentation)		8 weeks	10/week	80	
Classroom phase II		3 days	8/day	24	

Module			128	5
8. Module examination and assessment				
The work done in the context of the project during the PBL phase will be documented in a learning portfolio. This portfolio will be assessed and defended in a disputation.				
9. Module duration				
8 to 12 weeks of part-time studies				
10. Number of participants				
min. 6, max. 20				
11. Registration formalities				
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H				
12. Bibliographical references and lecture notes				
Kern, E.-M.; Richter, G.: Streitkräftemanagement. Wiesbaden: SpringerGabler, 2014.				
13. Additional information				
Tuition fees will be charged for participation in this module.				

Module number	Module title	Number of ECTS credits
IPC-V-02	Network management	5
Module type	Person(s) in charge of module	Email / telephone
CE	Professor Dr. Duschek	see HSU/UniBw H homepage

Module description

1. Qualification objectives
<p>The participants will understand that thinking and acting in interorganisational networks require special leadership skills beyond traditional management skills. They will know, analyse and reflect on central forms of interorganisational relations in contrast to market and hierarchy. They will know how to apply organisational theories as well as approaches, methods and instruments from the areas of social sciences and economics in their analysis and handling of practical management problems in network relations. On this basis, the students will be able to contribute their acquired competences systematically and efficiently to their professional environments.</p>
2. Content
<p>In the first classroom phase, the students will acquire a basic understanding of interorganisational networks in principle and on the basis of practical examples and case studies. They will become familiar with the most important forms and types of interorganisational relations (e.g. with subcontractors, strategic alliances, joint ventures and regional clusters) and their individual characteristics. In addition, the participants will be introduced to theories, methods, instruments and practices of network management and network development and, wherever possible, will use them in application and problem areas that are typical of their professional fields.</p> <p>In the distance-learning phase, the students will apply the concepts of modern thinking and acting in network contexts – which they will have acquired in the first classroom phase – to issues from their individual professional contexts in accordance with the principles of problem-based learning (PBL). A project report and a project presentation will have to be prepared in this phase.</p> <p>In the second classroom phase, the students will discuss and present issues from their professional practice as well as their solutions based on network science. Individual aspects will be discussed in more conceptual depth</p>

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Introduction to the basic principles of network management (1st classroom phase)	Lecture / colloquium	2	5	CE	ST 01
Project presentations and in-depth discussion of the module subject (2nd classroom phase)	Lecture / colloquium	2			ST 01
Project: Conceptually guided analysis of practical questions from the module subjects	PBL	2			ST 01
4. Description of teaching and learning methods					
<p>Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)</p> <p>The module will consist of two classroom phases of three days each, which will comprise lectures with supplementary group work and discussions. The first classroom phase will focus on building theoretical foundations, while the second will provide students with an opportunity to reflect on, consolidate and expand on what they will have learned during the PBL phase.</p> <p>Between the two classroom phases, students will spend six to ten weeks on a blended-learning phase, during which they will take an academic approach to working on projects from their own professional environments. The PBL phase will be supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Participation requirements					
None					
6. Module applicability					
<p>The module is part of the compulsory elective section for both tracks of the programme. It serves as preparation for the specialisation and final study phases.</p> <p>Where appropriate, the module may be used for other postgraduate programmes in accordance with the relevant programme and examination regulations.</p>					
7. Workload and credit points					
		Time period	Hours	Total hours	Credits
Classroom phase I		3 days	8/day	24	
Supervised project work (blended learning) and preparation of project report (incl. project presentation)		8 weeks	10/week	80	
Classroom phase II		3 days	8/day	24	

Module			128	5
8. Module examination and assessment				
The work done in the context of the project during the PBL phase will be documented in a learning portfolio. This portfolio will be assessed and defended in a disputation.				
9. Module duration				
8 to 12 weeks of part-time studies				
10. Number of participants				
min. 6, max. 20				
11. Registration formalities				
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H				
12. Bibliographical references and lecture notes				
Kieser, A.; Ebers, M.: Organisationstheorien. Stuttgart, 2019.				
Sydow, J.; Schüßler, E.; Müller-Seitz, G.: Managing interorganizational relations – Debates and cases. Palgrave-Macmillan: London, 2016.				
Sydow, J.; Duschek, S. (Hrsg.): Netzwerkzeuge: Tools für das Netzwerkmanagement. Stuttgart, 2013.				
Sydow, J.; Duschek, S.: Management interorganisationaler Beziehungen: Netzwerke – Cluster – Allianzen. Stuttgart, 2011.				
Sydow, J. : Strategische Netzwerke. Evolution und Organisation. Wiesbaden, 1992.				
13. Additional information				
Tuition fees will be charged for participation in this module.				

Module number	Module title	Number of ECTS credits
IPC-V-03	Negotiation	5
Module type	Person(s) in charge of module	Email / telephone
CE	Henning Höber	see HSU/UniBw H homepage

Module description

1. Qualification objectives
<p>After completing this module, the participants will have gained a thorough understanding of negotiation processes in cooperative, controversial and adverse contexts. They will have mastered basic and advanced negotiating techniques and will be able to use them in both their professional and private environments to achieve better and sustainable results for all parties to a negotiation. The participants will know how to handle complex negotiation constellations with difficult partners and how to use influencing techniques as part of sustainable negotiation management. On this basis, the students will be able to contribute their acquired competences systematically and efficiently to their professional environments.</p>
2. Content
<p>The first classroom phase will deal with fundamental concepts of negotiation theory, which are primarily applicable to transactional negotiation scenarios. Basic and universally applicable theories, methods, instruments and practices of negotiation will be introduced through practical exercises.</p> <p>In the distance-learning phase, the participants will apply these techniques in their everyday professional and private lives and document the use and results of their negotiation efforts.</p> <p>The results from the distance-learning phase will be discussed in the second classroom phase. The students will also be introduced to more advanced negotiation models and practise a range of techniques for handling the dynamics of disputes. The focus will be on more complex negotiations and negotiations involving several parties. Ways of using influencing techniques to achieve objectives will also be developed. The participants will also improve their mediation skills, which are necessary in today's conflict-ridden global environment in which interorganisational and interpersonal disputes are more likely.</p>

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Introduction to the basic principles of negotiation and conflict management in multicultural contexts (1st classroom phase)	Lecture / colloquium	2	5	CE	ST 01

Project presentations and in-depth discussion of the module subject (2nd classroom phase)	Lecture / colloquium	2		ST 01
Project: Conceptually guided analysis of practical questions from the module subjects	PBL	2		ST 01

4. Description of teaching and learning methods

Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)

The module will consist of two classroom phases of three days each, which will comprise lectures with supplementary group work and discussions. The first classroom phase will focus on building theoretical foundations, while the second will provide students with an opportunity to reflect on, consolidate and expand on what they will have learned during the PBL phase.

Between the two classroom phases, students will spend six to ten weeks on a blended-learning phase, during which they will take an academic approach to working on issues from their own professional environments. The PBL phase will be supported by the ILIAS online learning environment of HSU/UniBw H.

5. Participation requirements

None

6. Module applicability

The module teaches methodological foundations for the consolidation phase.

Where appropriate, the module may be used for other postgraduate programmes in accordance with the relevant programme and examination regulations.

7. Workload and credit points

	Time period	Hours	Total hours	Credits
Classroom phase I	3 days	8/day	24	
Supervised project work (blended learning) and preparation of project report (incl. project presentation)	8 weeks	10/week	80	
Classroom phase II	3 days	8/day	24	
Module			128	5

8. Module examination and assessment

The project report will be based on an academically sound analysis of a past or future negotiating situation. The subjects will be determined over the course of the seminar together with the person in charge of the module.

9. Module duration

8 to 12 weeks of part-time studies

10. Number of participants

min. 6, max. 20

11. Registration formalities

Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H

12. Bibliographical references and lecture notes

For the purpose of the experience-based approach of the seminar, lecture notes and references will only be provided after the relevant sessions to support reflection. They will be available after registration in ILIAS on the specified dates.

13. Additional information

Tuition fees will be charged for participation in this module.

Module number	Module title	Number of ECTS credits
IPC-V-04	Risk management and compliance	5
Module type	Person(s) in charge of module	Email / telephone
CE	Professor Dr. Scheytt	see HSU/UniBw H homepage

Module description

1. Qualification objectives

Students will know different approaches to controlling risks. They will be able to differentiate between basic types of risk and will be familiar with the potentials and limits of identifying, measuring, assessing and handling different types of risk. They will be able to describe the systematic effects of risk management, in particular of project risk management, and know the potential side effects of specific types of risk control. On this basis, they will be able to analyse and conceptualise systems of risk management in their professional environments.

The students will know the sources of regulations concerning integrity and compliance. They will be able to systematise fraudulent actions and to recognise their causes, in particular in procurement projects. They will have the necessary awareness to identify any risk of fraudulent action in their professional everyday life and to come up with counterstrategies.

2. Content

During the **first classroom phase**, students will learn the basic principles of the risk management process, particularly in projects and project-like structures. They will apply the basic principles of risk management (risk identification, risk assessment, risk communication, mitigation, etc.) to selected case studies. They will also work out the basic principles of compliance and (corporate) governance by examining different examples from companies and from public administration.

During the **distance-learning phase**, students will work on a selected practical problem that ideally comes from their immediate professional environment, to which they will apply their previously acquired knowledge and skills.

During the **second classroom phase**, the results from the distance-learning phase will be presented and discussed; individual aspects of the module subject will be discussed in more depth.

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Introduction to the basic principles of risk management and compliance (1st classroom phase) classroom phase)	Lecture / colloquium	2	5	CE	ST 01
Project presentations and in-depth discussion of the module subject (2nd classroom phase)	Lecture / colloquium	2			ST 01
Project: Conceptually guided analysis of practical questions from the module subjects	PBL	2			ST 01
4. Description of teaching and learning methods					
<p>Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)</p> <p>The module will consist of two classroom phases of three days each, which will comprise lectures with supplementary group work and discussions. The first classroom phase will focus on building theoretical foundations, while the second will provide students with an opportunity to reflect on, consolidate and expand on what they will have learned during the PBL phase.</p> <p>Between the two classroom phases, students will spend six to ten weeks on a blended-learning phase, during which they will take an academic approach to working on projects from their own professional environments. The PBL phase will be supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Participation requirements					
None					
6. Module applicability					
<p>The module is part of the compulsory elective section for both tracks of the programme. It serves as preparation for the specialisation and final study phases.</p> <p>Where appropriate, the module may be used for other postgraduate programmes in accordance with the relevant programme and examination regulations.</p>					
7. Workload and credit points					

	Time period	Hours	Total hours	Credits
Classroom phase I	3 days	8/day	24	
Supervised project work (blended learning) and preparation of project report (incl. project presentation)	8 weeks	10/week	80	
Classroom phase II	3 days	8/day	24	
Module			128	5
8. Module examination and assessment				
The work done in the context of the project during the PBL phase will be documented in a learning portfolio. This portfolio will be assessed and defended in a disputation.				
9. Module duration				
8 to 12 weeks of part-time studies				
10. Number of participants				
min. 6, max. 20				
11. Registration formalities				
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H				
12. Bibliographical references and lecture notes				
<p>Power, M.: The Risk Management of Everything. London: Demos, 2004.</p> <p>Moeller, R.R.: COSO Enterprise Risk Management: Establishing Effective Governance, Risk, and Compliance Processes. 6th ed. London: Wiley, 2011.</p> <p>Tricker, B.: Corporate Governance. 4th ed. Oxford: OUP, 2019.</p> <p>Stark, C.: Organizational Integrity. Individual Misconduct and the Legal Structure of Society. Cham: SpringerVS, 2018.</p> <p>Eckner, P.: Risikomanagement in der Planung und an der Schnittstelle zur Rüstung. Diss., Hamburg: Helmut-Schmidt-Universität, 2019.</p>				
13. Additional information				
Tuition fees will be charged for participation in this module.				

Module number	Module title	Number of ECTS credits
IPC-J-01	Methodology of European and international law	5
Module type	Person(s) in charge of module	Email / telephone
CE for economics track of the programme, C for law track	tba (HSU/UniBw H and Europa-Kolleg, University of Hamburg)	see HSU/UniBw H homepage

Module description

1. Qualification objectives
<p>Students will have acquired basic knowledge on the system that underlies European law and international law. They will have gained an overview of institutions that are involved in lawmaking and jurisdiction in the European and international judicial area. They will be familiar with the different sources of European law and international law and will know their influence on national law. They will be able to competently handle the different legal sources of international law and European law and will have learned about different interpretations as well as the limits of interpreting and developing law. Students will have acquired their knowledge of legal interpretation and development in international law and European law against the backdrop of the idea that national legal cultures – a selection of which will have been presented – have a significant influence on these methods/techniques and that international methodology is sourced from, among other things, a combination of national methodologies.</p>
2. Content
<p>During the first classroom phase, students will learn about the basic principles of EU law and international law. This will first include an overview of the institutions that are involved in legislation and jurisdiction in the European and international judicial area. Students will also be given a basic introduction to legal systems and the connection between EU law, international law and national law with reference to the characteristics and concepts of European and international legal doctrine. In particular, the independent methodological tools of both EU law and international law will be presented to the students. Clear examples of differences in national methodologies of other states, particularly European states, and the influence of these national methodologies on the legal interpretation and development in international and European law will be highlighted and compared.</p> <p>During the distance-learning phase, participants will apply the previously acquired knowledge and skills to interpreting contracts, which should ideally be relevant to the students' own professional context in accordance with the principles of problem-based learning (PBL).</p> <p>During the second classroom phase, students will present the results of their individual project studies. They will reflect upon and consolidate the theoretical knowledge they will have acquired on the methods of legal interpretation and development in the context of international and European law by analysing these project studies.</p>

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Introduction to the basic principles of European and international methodologies of law (1st classroom phase)	Lecture / colloquium	2	5	Depending on the chosen study track: C for law, CE for economics	AT 02
Project presentations and in-depth discussion of the module subject (2nd classroom phase)	Lecture / colloquium	2			AT 02
Project: Conceptually guided analysis of contracts with practical relevance from the module subjects	PBL	2			AT 02
4. Description of teaching and learning methods					
<p>Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)</p> <p>The module will consist of two classroom phases of three days each, which will comprise lectures with supplementary group work and discussions. The first classroom phase will focus on building theoretical foundations, while the second will provide students with an opportunity to reflect on, consolidate and expand on what they will have learned during the PBL phase.</p> <p>Between the two classroom phases, students will spend six to ten weeks on a blended-learning phase, during which they will take an academic approach to working on projects from their own professional environments. The PBL phase will be supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Participation requirements					
None					
6. Module applicability					
<p>The module is a compulsory element for students on the law track of the programme and a compulsory elective element for students on the economics track of the programme. It serves as preparation for the final study phase.</p> <p>Where appropriate, the module may be used for other postgraduate programmes in accordance with the relevant programme and examination regulations.</p>					
7. Workload and credit points					

	Time period	Hours	Total hours	Credits
Classroom phase I	3 days	8/day	24	
Supervised project work (blended learning) and preparation of project report (incl. project presentation)	8 weeks	10/week	80	
Classroom phase II	3 days	8/day	24	
Module			128	5
8. Module examination and assessment				
The work done in the context of the project during the PBL phase will be documented in a learning portfolio. This portfolio will be assessed and defended in a disputation.				
9. Module duration				
8 to 12 weeks of part-time studies				
10. Number of participants				
min. 6, max. 20				
11. Registration formalities				
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H				
12. Bibliographical references and lecture notes				
<p>Craig, P.; De Burca, G.: EU Law. Text, Cases, and Materials. 7th ed, 2020.</p> <p>Riesenhuber, K. (ed.): European Legal Methodology, 2017.</p> <p>Ruffert, M. ; Walter, C.: Institutionalised International Law, 2015.</p> <p>Gardiner, R.: Treaty Interpretation. 2nd ed, 2015.</p>				
13. Additional information				
Tuition fees will be charged for participation in this module.				

Module number	Module title	Number of ECTS credits
IPC-J-02	European contract law and contract drafting	5
Module type	Person(s) in charge of module	Email / telephone
C for the law track of the programme	Professor Dr. Wagner-von Papp	see HSU/UniBw H homepage

Module description

1. Qualification objectives
<p>Participants will understand the key aspects of contract law from the perspective of comparative law and legal economics, the resulting challenges for contracting and the basics of international contract law.</p> <p>Participants will be enabled to recognise the connection between dispositive or binding statutory law and contractual provisions or contract drafting options, will work independently on issues of contract law and will defend the results of their research. On this basis, the students will be able to contribute their acquired competences systematically and efficiently to their professional environments.</p>
2. Content
<p>During the first classroom phase, students will learn the basics of contract law from the perspective of comparative law (based on the provisions of the UN Convention on Contracts for the International Sales of Goods [CISG], the Draft Common Frame of Reference [DCFR] and the proposal of the European Commission for an ordinance on a Common European Sales Law [CESL]). References to contract drafting and private international law will also be discussed.</p> <p>During the distance-learning phase, participants will be assigned seminar subjects from the field of contract law with a focus on contract drafting, which they will then work on independently (aided by material in the ILIAS system).</p> <p>The second classroom phase will comprise the disputation including an oral examination (colloquium). Participants will present the hypotheses and results of their seminar papers in a short presentation followed by an oral examination (colloquium).</p>

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Basics of contract law from the perspective of comparative law (1st classroom phase)	Lecture / colloquium	2	5	C for the law track of the programme	AT 02
Project presentations and in-depth discussion of the module subject (2nd classroom phase)	Lecture / colloquium	2			AT 02
Seminar paper: <i>Conceptually guided analysis of questions from the module subjects</i>	PBL	2			AT 02
4. Description of teaching and learning methods					
<p>Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)</p> <p>The module will consist of two classroom phases of three days each, which will comprise lectures with supplementary group work and discussions. The first classroom phase will focus on building theoretical foundations, while the second will provide students with an opportunity to reflect on, consolidate and expand on what they will have learned during the PBL phase.</p> <p>Between the two classroom phases, students will spend six to ten weeks on a blended-learning phase, during which they will work on the seminar topic they will have been assigned. The PBL phase will be supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Participation requirements					
None					
6. Module applicability					
<p>The module is part of the compulsory section for the law track of the programme. It serves as preparation for the final study phase.</p> <p>Where appropriate, the module may be used for other postgraduate programmes in accordance with the relevant programme and examination regulations.</p>					
7. Workload and credit points					
		Time period	Hours	Total hours	Credits
Classroom phase I		3 days	8/day	24	
Supervised project work (blended learning) and preparation of a seminar paper (incl. presentation of hypotheses and results)		8 weeks	10/week	80	
Classroom phase II		3 days	8/day	24	
Module				128	5

8. Module examination and assessment
The work done in the context of the project during the PBL phase will be documented in a learning portfolio. This portfolio will be assessed and defended in a disputation.
9. Module duration
8 to 12 weeks of part-time studies
10. Number of participants
min. 6, max. 20
11. Registration formalities
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H
12. Bibliographical references and lecture notes
Seminar materials and bibliographical references will be available in ILIAS after registration.
13. Additional information
Tuition fees will be charged for participation in this module.

Module number	Module title	Number of ECTS credits
IPC-J-03	Principles of European public procurement law	5
Module type	Person(s) in charge of module	Email / telephone
C for the law track of the programme	Professor Dr. Christian Ernst	see HSU/UniBw H homepage

Module description

1. Qualification objectives
<p>Students will learn about the significance of public procurement law and the principles of public procurement law provisions of the EU. Participants will be able to identify the different elements of an award procedure specified by EU law, to comprehend their significance and handling and to understand the individual elements and how they interact in the context of a procurement process. On this basis, the students will be able to contribute their acquired competences systematically and efficiently to their professional environments.</p>
2. Content
<p>Participants will acquire knowledge and skills in the following subject areas: the scope of application of EU regulations and the applicable thresholds as well as exceptions to this scope of application, particularly in-house awarding; an overview of secondary EU law (contract award directive, sector directive, concessions directive and in particular defence contract award directive); different types of contracts including public contracts, concessions, framework agreements; customer qualifications; different award procedures; workflow of different award procedures including contract notice and statement of work, evaluation of tenders, contract award and conditions of implementation, strategic acquisition objectives and their practical uses.</p> <p>During the first classroom phase, students will learn about the above issues with a view to achieving the qualification objectives and in preparation of the distance-learning phase. Selected case studies will be referenced.</p> <p>During the project-based distance-learning phase, the participants will combine more in-depth basic and structural knowledge with issues from their professional contexts.</p> <p>In the second classroom phase, projects will be presented and individual aspects of the module subjects will be discussed in more depth.</p>

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Introduction to the basic principles of public procurement law (1st classroom phase)	Lecture / colloquium	2	5	C for the law track of the programme	WT 02
Project presentations and in-depth discussion of the module subject (2nd classroom phase)	Lecture / colloquium	2			WT 02
Project: Conceptually guided analysis of practical questions from the module subjects	PBL	2			WT 02
4. Description of teaching and learning methods					
<p>Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)</p> <p>The module will consist of two classroom phases of three days each, which will comprise lectures with supplementary group work and discussions. The first classroom phase will focus on building theoretical foundations, while the second will provide students with an opportunity to reflect on, consolidate and expand on what they will have learned during the PBL phase.</p> <p>Between the two classroom phases, students will spend six to ten weeks on a blended-learning phase, during which they will take an academic approach to working on projects from their own professional environments. The PBL phase will be supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Participation requirements					
None					
6. Module applicability					
<p>The module is part of the compulsory section for the law track of the programme. It serves as preparation for the final study phase.</p> <p>Where appropriate, the module may be used for other postgraduate programmes in accordance with the relevant programme and examination regulations.</p>					
7. Workload and credit points					
		Time period	Hours	Total hours	Credits
Classroom phase I		3 days	8/day	24	
Supervised project work (blended learning) and preparation of project report (incl. project presentation)		8 weeks	10/week	80	
Classroom phase II		3 days	8/day	24	

Module			128	5
8. Module examination and assessment				
The work done in the context of the project during the PBL phase will be documented in a learning portfolio. This portfolio will be assessed and defended in a disputation.				
9. Module duration				
8 to 12 weeks of part-time studies				
10. Number of participants				
min. 6, max. 20				
11. Registration formalities				
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H				
12. Bibliographical references and lecture notes				
Seminar materials and bibliographical references will be available in ILIAS after registration.				
13. Additional information				
Tuition fees will be charged for participation in this module.				

Module number	Module title	Number of ECTS credits
IPC-Ö-01	Fundamentals of Economics	5
Module type	Person(s) in charge of module	Email / telephone
CE for economics track of the programme	Professor Dr. Bayer	see HSU/UniBw H homepage

Module description

1. Qualification objectives
<p>The graduates understand the economic reasoning logic. They are familiar with key models of individually rational decision-making and can apply these models to everyday practical problems. They understand how individual behavior can be guided and channeled through institutional arrangements. They are knowledgeable about the evaluation criteria for different arrangements and are able to make criteria-based decisions regarding problem-appropriate institutional arrangements for coordination and motivation issues that exist in their everyday practice.</p>
2. Content
<p>The module addresses the fundamental topics of economics, particularly institutional economics (rational decision-making, specialization, coordination, transactions, institutions, etc.), and provides a conceptual framework that enables a theory-driven analysis of practical everyday problems.</p> <p>In the first face-to-face phase, students are initially introduced to relevant models of individually rational decision-making. Subsequently, they are taught the system premises of a division-of-labor economy. As the course progresses, the institutional arrangements proposed by institutional economics for the coordination of specialized processes are presented. Finally, evaluation criteria are developed to enable students to make rational decisions regarding situationally and problem-appropriate institutional arrangements.</p> <p>During the distance learning phase, students will design and work on their own study project based on institutional economics theory, relating it to their professional/subject-specific background.</p> <p>The second face-to-face phase serves, in addition to presenting the research projects and theory-based discussions, primarily for the theory-practice transfer, i.e., the reflective application of theory-driven control concepts to an empirical coordination problem.</p>

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Introduction to Economic Thinking (1st classroom phase)	Lecture / colloquium	2	5	CE for economics track of the programme	AT 02
In-depth Methodological Discussion (2nd classroom phase)	Lecture / colloquium	2			AT 02
Project Work: Conceptually Guided Analysis of Practical Issues from the Module's Topic Area	PBL	2			AT 02
4. Description of teaching and learning methods					
<p>Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)</p> <p>The module consists of two face-to-face phases, each lasting three days, which have the character of lectures, supplemented by group work and discussions. The first face-to-face phase serves as an introduction and provides foundational knowledge, while the second phase focuses on reflecting, deepening, and expanding that knowledge based on the experiences gathered in the PBL phase.</p> <p>Between the two face-to-face phases, there is a six- to ten-week blended learning phase, during which students work on projects from their professional environment and underpin them scientifically. The PBL phase is supported by the online learning platform ILIAS of HSU/UniBw H.</p>					
5. Participation requirements					
None					
6. Module applicability					
The module provides methodological fundamentals for the specialization area.					
7. Workload and credit points					
		Time period	Hours	Total hours	Credits
Classroom phase I		3 days	8/day	24	
Supervised project work (blended learning) and preparation of project report (incl. project presentation)		8 weeks	10/week	80	
Classroom phase II		3 days	8/day	24	
Module				128	5

8. Module examination and assessment
The work done in the context of the project during the PBL phase will be documented in a learning portfolio. This portfolio will be assessed and defended in a disputation.
9. Module duration
8 to 12 weeks of part-time studies
10. Number of participants
min. 6, max. 20
11. Registration formalities
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H
12. Bibliographical references and lecture notes
Eisenführ, F; Weber, M; Langer, T.: Rationales Entscheiden. 5 Aufl. 2010. Berlin: Springer.
Berndt, R.; Fantapie Altobelli, C.; Schuster, P.: Springers Handbuch der Betriebswirtschaftslehre. 1998. Berlin: Springer.
Göbel, E.: Neue Institutionenökonomik. Konzeption und betriebswirtschaftliche Anwendungen. 2002. Stuttgart: Lucius & Lucius.
Richter, R.; Furubotn, E.: Neue Institutionenökonomik: Eine Einführung und kritische Würdigung. 4 Aufl. 2010. Tübingen: Mohr Siebeck
Picot, A.; Dietl, H.; Franck, E.; Fiedler, M; Royer, S.: Organisation. Theorie und Praxis aus ökonomischer Sicht. 7 Aufl. 2015. Stuttgart: Schäffer-Poeschel.
13. Additional information
Tuition fees will be charged for participation in this module.

Module number	Module title	Number of ECTS credits
IPC-Ö-02	Accounting and controlling	5
Module type	Person(s) in charge of module	Email / telephone
CE for economics track of the programme	Professor Dr. Stefan Müller	see HSU/UniBw H homepage

Module description

1. Qualification objectives
<p>The graduates will identify, analyse and reflect on the necessity and the use of different accounting systems. Based on a multidisciplinary and interdisciplinary range of theories and methods, they will develop and evaluate the different types of accounting systems in accordance with the Commercial Code (HGB) / Business Code (UGB), the International Financial Reporting Standards (IFRS) recognised by the EU, and the International Public Sector Accounting Standards (IPSAS) as well as their management accounting equivalents in cost and performance accounting and other instruments of management accounting.</p> <p>In terms of project management, mastery of accounting systems and their internal organisation is imperative both for the evaluation of external (i.e. financial) accounting as well as for internal (i.e. management) accounting to provide appropriate information in support of leadership and management. The graduates will develop a comprehensive understanding of accounting systems and will know how to use them for analysis and management purposes. They will use this knowledge to assess their current systems and will reflect on their current use for management purposes.</p>
2. Content
<p>The module will be based existing accounting systems that are legally determined or internationally established as standard and which can be used for financial accounting and management accounting of institutions in accordance with management theory. Over the course of the module, the legal framework will be outlined and options for different types of accounting and analysis will be examined.</p> <p>In the first classroom phase, the students will be introduced to the fundamentals of the different accounting systems on the basis of select case studies and the connections with management responsibilities will be highlighted.</p> <p>In the distance-learning phase, the participants will use these accounting systems in their various forms to work on issues from their own professional contexts in accordance with the principles of problem-based learning.</p> <p>In the second classroom phase, the participants will present their problem-solving approaches and the science behind them. Based on case studies, they will critically reflect on accounting standards and their different forms and options for analysis. This will be combined with further theoretical in-depth courses offered by the lecturers.</p>

3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Introduction to the basic principles of business accounting and management accounting (1st classroom phase)	Lecture / colloquium	2	5	CE for economics track of the programme	WT 02
Project presentations and in-depth discussion of the module subject (2nd classroom phase)	Lecture / colloquium	2			WT 02
Project: Conceptually guided analysis of practical questions from the module subjects	PBL	2			WT 02
4. Description of teaching and learning methods					
<p>Standard block seminar for part-time study programmes at the Centre for Postgraduate Education (ZWW)</p> <p>The module will consist of two classroom phases of three days each, which will comprise lectures with supplementary group work and discussions. The first classroom phase will focus on building theoretical foundations, while the second will provide students with an opportunity to reflect on, consolidate and expand on what they will have learned during the PBL phase.</p> <p>Between the two classroom phases, students will spend six to ten weeks on a blended-learning phase, during which they will take an academic approach to working on projects from their own professional environments. The PBL phase will be supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Participation requirements					
None					
6. Module applicability					
<p>The module is part of the compulsory elective section for the law track of the programme. It serves as preparation for the final study phase.</p> <p>Where appropriate, the module may be used for other postgraduate programmes in accordance with the relevant programme and examination regulations.</p>					
7. Workload and credit points					
	Time period	Hours	Total hours	Credits	
Classroom phase I	3 days	8/day	24		
Supervised project work (blended learning) and preparation of project report (incl. project presentation)	8 weeks	10/week	80		

Classroom phase II	3 days	8/day	24	
Module			128	5
8. Module examination and assessment				
The work done in the context of the project during the PBL phase will be documented in a learning portfolio. This portfolio will be assessed and defended in a disputation.				
9. Module duration				
8 to 12 weeks of part-time studies				
10. Number of participants				
min. 6, max. 20				
11. Registration formalities				
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H				
12. Bibliographical references and lecture notes				
Adam, B. (Hrsg.): Praxishandbuch IPSAS. Berlin, 2016.				
Coenenberg, A.G.; Haller, A.; Schultze, W.: Jahresabschluss und Jahresabschlussanalyse. 25. Aufl. Stuttgart, 2018.				
Federmann, R.; Müller, S.: Bilanzierung nach Handels- und Steuerrecht. 13. Aufl. Berlin, 2018.				
Lachnit, L.; Müller, S.: Bilanzanalyse –Grundlagen – Einzel- und Konzernabschlüsse –HGB- und IFRS-Abschlüsse –Unternehmensbeispiele. 2. Aufl. Wiesbaden, 2017.				
Müller, S.; Müller, S.: Unternehmenscontrolling. 3. Aufl. Wiesbaden, 2020.				
Müller, S.; Saile, P.: Internationale Rechnungslegung (IFRS). Wiesbaden, 2017.				
13. Additional information				
Tuition fees will be charged for participation in this module.				

Module number	Module title	Number of ECTS credits
IPC-A-01	Master's thesis	15
Module type	Person(s) in charge of module	Email / telephone
C	Academic director of the programme together with HSU/UniBw H lecturers	see HSU/UniBw H homepage

Module description

1. Qualification objectives					
<p>The graduates will understand the field of international procurement project management and its challenges. They will study developments and the current state of research in different disciplines with regard to a relevant issue in the field and, on this basis, they will be able to understand empirical phenomena and to analyse them in depth. Within a set time frame, they will be able to employ academic methods to work on a problem independently and comprehensively. They will be capable of drawing conclusions based on their systematic research and their study of the relevant and up-to-date international literature on their problem of choice. They will be able to conduct and evaluate empirical studies independently and they will succeed in substantiating the relevance of their conceptual proposals.</p>					
2. Content					
<p>The specific content of the master's thesis module depends on the topic of the final thesis. A project presentation and an interim report on the thesis project will be given during the thesis colloquium, which will be held online, if appropriate. In choosing the topic for the master's thesis, special emphasis should be placed on the topical relevance of the problem and the academic quality of the work that goes into examining the topic and preparing the thesis.</p>					
3. Module components					
Course title	Course type	Trimester hours	Credits	Compulsory (C) / Elective (E) / Compulsory elective (CE)	Autumn (AT) / spring (ST) / winter (WT) trimester
Preparation of the master's thesis	T	6	15	C	ST 02
Thesis colloquium/ defence	Colloquium	2			ST 02
4. Description of teaching and learning methods					
<p>Independent academic work supervised by a subject matter expert as well as a thesis colloquium in which the thesis projects and their interim results are presented and discussed.</p>					
5. Participation requirements					
<p>Modules totalling 40 credit points must have been successfully completed.</p>					

6. Module applicability				
Passing this module is required in order to be awarded a master's degree.				
7. Workload and credit points				
	Time period	Hours	Total hours	Credits
Choosing a topic, preparing an exposé, defending results in a (virtual) workshop	3 days	8/day	24	
Preparation of the master's thesis (12 weeks to prepare the master's thesis before the deadline for submission)	12 weeks	20/week	240	
Online thesis colloquium including preparation and follow-up, at the same time as preparation of the master's thesis	12 weeks	5/week	60	
Preparation for disputation	4 weeks	8/week	32	
Disputation of the thesis as part of a thesis seminar	2.5 days	8/day	20	
Module			376	15
8. Module examination and assessment				
Evaluated thesis including its defence				
9. Module duration				
Up to 26 weeks of part-time studies				
10. Number of participants				
Depends on number of students				
11. Registration formalities				
Registration via the Campus Management System or via the ILIAS system of HSU/UniBw H The chosen or assigned thesis supervisor will have to be personally approached.				
12. Bibliographical references and lecture notes				
Bibliographical references for academic work will available in ILIAS after registration. Supervisors will provide additional bibliographical references depending on the topic / supervision.				
13. Additional information				
This module can only be taken in the context of a study programme. Tuition fees will be charged for participation in this module.				