Ostfalia
University of
Applied Sciences

Sustainability and Risk Management

Master of Science (M.Sc.)

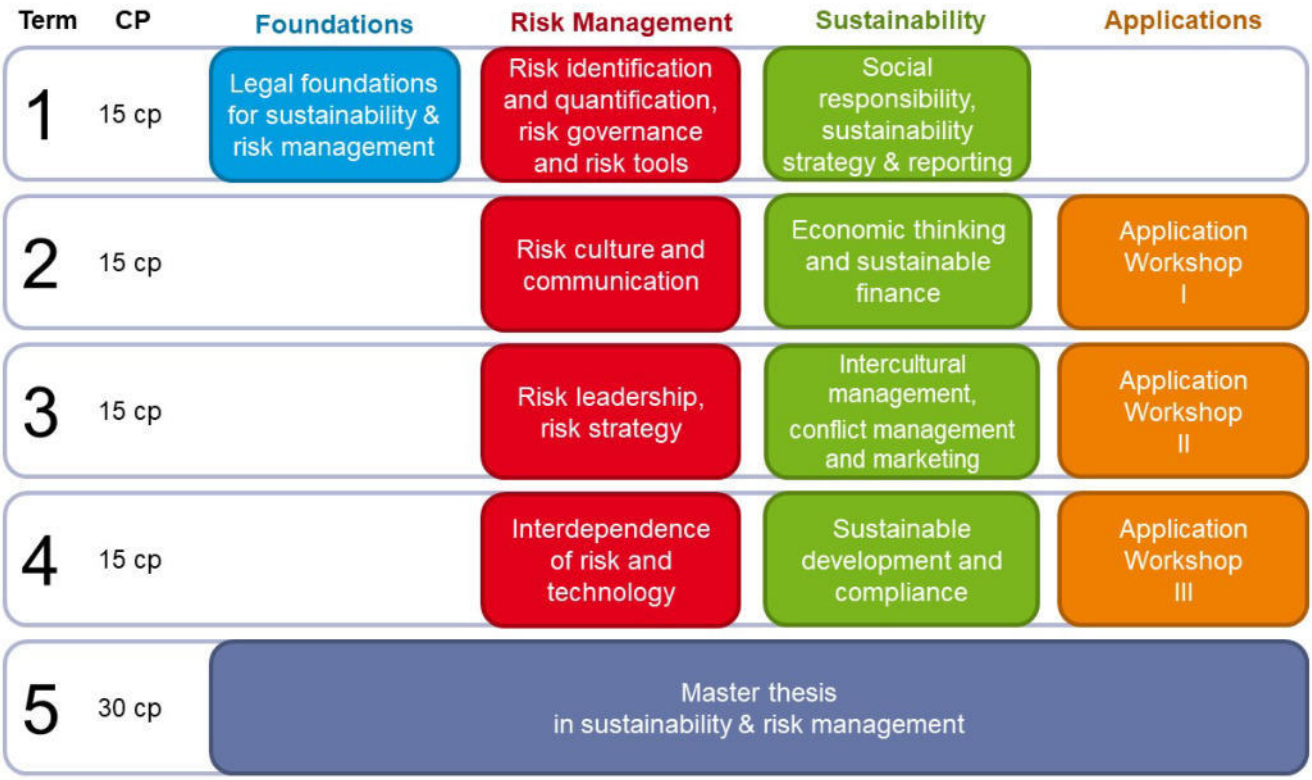
Module Catalogue

ZWIRN
Center for Scientific Interdisciplinary
Risk and Sustainability Management

April 2020

Curriculum

	Module Title	Term	ECTS	Examination	Workload		Responsible Mentors
					Teach	Self	
Foundations							
F	Legal foundations for sustainability & risk management	1	5	written test	25	125	Reichel Zeranski
Risk Management							
R1	Risk identification and quantification, risk governance and risk tools	1	5	term paper, report/pres.	25	125	Zeranski
R2	Risk culture and communication	2	5	term paper, report/pres	25	125	Launer
R3	Risk leadership, risk strategy	3	5	term paper, report/pres	25	125	Michalke
R4	Interdependence of risk and technology	4	5	term paper, report/pres	25	125	Rambke Müller
Sustainability							
S1	Social responsibility, sustainability strategy & reporting	1	5	term paper, report/pres.	25	125	Dencic Sander
S2	Economic thinking and sustainable finance	2	5	term paper, report/pres	25	125	Sancak Schlotmann
S3	Intercultural management, conflict management and marketing	3	5	term paper, report/pres	25	125	Kuruvilla Sander
S4	Sustainable development and compliance	4	5	term paper, report/pres	25	125	Sander Skalbeck
Application Workshops							
A1	Application Workshop I	2	5	project work, report and presentation	50	100	Varying, dependent on workshop theme*
A2	Application Workshop II	3	5		50	100	
A3	Application Workshop III	4	5		50	100	
Master Thesis							
T	Master Thesis	5	25	thesis	20	880	n/a
C	Colloquium	5	5	presentation			


Term
CP
Foundations
Risk Management
Sustainability
Applications
1
15 cp
Legal foundations for sustainability & risk management
Risk identification and quantification, risk governance and risk tools
Social responsibility, sustainability strategy & reporting
2
15 cp
Risk culture and communication
Economic thinking and sustainable finance
Application Workshop I
3
15 cp
Risk leadership, risk strategy
Intercultural management, conflict management and marketing
Application Workshop II
4
15 cp
Interdependence of risk and technology
Sustainable development and compliance
Application Workshop III
5
30 cp
Master thesis
in sustainability & risk management

Ostfalia University of Applied Sciences
Sustainability and Risk Management

Module: F - Legal foundations for sustainability & risk management

Semester	frequency of the offer	duration	Type	ECTS points	Workload
1	Yearly, in summer term	1 Sem.	required subject	**5 CP**	Total Workload 150 h Online Interaction 20 h Self-Learning 125 h Local Interaction 5 h

Requirements for the study	Applicability	Prerequisite for the award of credit points (Exam / examination time)	Teaching and learning methods	Person(s) in charge
None required	mandatory module for "Sustainability and Risk Management"	Written exam	Blended Learning based on the following elements: • text-guided self-learning and reflection, • weekly presentation by lecturer and self-reflection exercises, • weekly interactive online discussions (between peers, facilitated and guided by lecturer), and • written exam	Dipl. Jur. Christian Reichel Prof. Dr. Stefan Zeranski

Qualification objectives

- Upon completion of the module, students will have a sound knowledge of the legal requirements in our society with regard to the guiding principle of sustainable development and risk management requirements.
- Students will also be able to identify and evaluate legal problems in the field of "risk management" and "sustainability".

Course contents

The module will provide a basic but broad understanding of the structure and functions of the legal system with a focus on sustainability and risk issues. It will start with an introduction of the general sources of law and consider the role of persons who operate within the legal and economic system.

Students will identify and study the key academic concepts and legal practice skills necessary to evaluate law in a context of sustainability and risk management. Students will also learn how the UN Sustainable Development Goals (UN SDGs) influence supranational and national law concepts, e.g. the European Corporate Social Responsibility

Directive (CSRD) as a guideline for national law makers and corporations to report on UN SDGs.

The module will enable students to identify sustainability and risk issues, which arise in societies and corporations. Students will be able to recognise the importance of legal issues in the area of sustainability and risk management.

In short: the module will provide a legal framework for studying other modules.

A. Basic legal foundations – legal concepts of law

B. Supranational legal foundations for
   a. Sustainability
   b. Risk Management

C. European legal foundations for
   a. Sustainability
   b. Risk Management

D. German legal foundations for
   a. Sustainability
   b. Risk Management

E. Selected legal foundations for sustainability and risk management in other countries

Literature

Thirlway, H. (2019) – The Source of international law, Oxford

Dixon, M. / McCorquodale, R. et al. (2016) - Cases & Materials on international law, Oxford

Craig, P. / De Burca, G. (2015) – EU law: Text, Cases, and Materials, Oxford

Hartley, T. (2014) - The Foundations of European Union Law, Oxford

Paiement, P. (2017) – Transnational Sustainability Laws, Cambridge

Robbers, G. (2019) – An introduction to german law, Baden-Baden

Mišćenić, E. / Raccah, A. (2018) - Legal Risks in EU Law: Interdisciplinary Studies on Legal Risk Management and Better Regulation in Europe, Switzerland

Publications of organs of the UN, the European Union, international standardisation organisations and other national jurisdictions.

courses

lecturer(s)	titel of the course	SH
Dipl. Jur. Christian Reichel Prof. Dr. Stefan Zeranski	Legal foundations for sustainability & risk management	

Ostfalia University of Applied Sciences
Sustainability and Risk Management

Module: R1 - Risk identification and quantification, risk governance and risk tools

Semester	frequency of the offer	duration	Type	ECTS points	Workload
1	Yearly, in summer term	1 Sem.	required subject	**5 CP**	Total Workload 150 h Online Interaction 20 h Self-Learning 125 h Local Interaction 5 h

Requirements for the study	Applicability	Prerequisite for the award of credit points (Exam / examination time)	Teaching and learning methods	Person(s) in charge
None required	mandatory module for "Sustainability and Risk Management"	term paper, report/presentation	Blended Learning based on the following elements: • text-guided self-learning and reflection, • weekly presentation by lecturer and self-reflection exercises, • weekly interactive online discussions (between peers, facilitated and guided by lecturer), and • learning documentation leading to a final presentation (as examination)	Prof. Dr. Stefan Zeranski

Qualification objectives

Participants of the course…

- …shall understand the fundamental importance of risk in every business environment, its positive as well as its negative implications including ESG risks.
- …can identify, analyze and evaluate entrepreneurial risks and design effective risk management systems.
- …shall know about the principles of risk management tools, and the possibilities of early risk identification, and risk mitigation
- …know how to establish effective risk governance
- …have a quantitative understanding of the concept of risk and can adequately conceptualize and model information on decision-making in risk situations.
- …shall learn about possibilities and limitations in assessing risk, and learn how to integrate risk factors into

decisions.

Course contents

I. Business model analysis
   a. Assessment of business and value chain environment and climate impact
   b. Quantitative and qualitative analysis of business model and climate impact
   c. Assessment of business model viability, vulnerabilities, climate risks
   d. Assessment of sustainability of the business model and value chain strategy
   e. Assessment of internal governance and institution wide controls
II. Assessment of risks to capital
III. Assessment of risks to liquidity
IV. Overall Business and value chain assessment
V. Sustainability Risk Management Cycle and Measures
   a. Business model and value chain measures
   b. Business model climate impact measures
   c. Quantitative capital measures
   d. Quantitative liquidity measures
   e. Fit & Proper and other measures

Literature

Bessis,J. (2015) Risk Management in Banking 4th ed. (UK)

Crouhy M, D Galai and R Mark (2009) Risk Management, New York:
McGraw Hill.

Greuning,H./ Bratanovic, S. (2013) Analysing Banking Risks: A Framework for Assessing Corporate Governance and Risk Management, 4th ed. The World Bank

Mechler, R. et al (eds.) (2019) Loss and Damage from Climate Change : Concepts, Methods and Policy Options, Cham

Shin, Hyun Song (2019) Risk and Liquidity, Claredon Lectures in Finance

Selected publications from Basel Committee on Banking Supervision, ESAs, EPCC, WMO.

courses

lecturer(s)	titel of the course	SH
Prof. Dr. Stefan Zeranski	Risk identification and quantification, risk governance and risk tools	

Ostfalia University of Applied Sciences
Sustainability and Risk Management

Module: R2 - Risk culture and risk communication

Semester	frequency of the offer	duration	Type	ECTS points	Workload
2	Yearly, in winter term	1 Sem.	required subject	**5 CP**	Total Workload 150 h Online Interaction 20 h Self-Learning 125 h Local Interaction 5 h

Requirements for the study	Applicability	Prerequisite for the award of credit points (Exam / examination time)	Teaching and learning methods	Person(s) in charge
Recommended completion of Module(s): **F / R1 / S1**	mandatory module for “Sustainability and Risk Management”	term paper, report/presentation	Blended Learning based on the following elements: • text-guided self-learning and reflection, • weekly presentation by lecturer and self-reflection exercises, • weekly interactive online discussions (between peers, facilitated and guided by lecturer), and • learning documentation leading to a final presentation (as examination)	Prof. Dr. Markus A. Launer (Prof. Dr. Joane Serano, Philippines) (Prof. Dr. Bo Yang, China)

Qualification objectives

- Upon completion of the module, students will have a sound knowledge of the risk culture and risk communication in multinational companies with regard to the guiding principle of "sustainable development”.
- Students will also be able to identify, analyse and evaluate problems in the field of “risk” and “sustainability”.
- Students will learn the basic theories of risk culture and risk management and how to put them into practice. They also learn the impact on company evaluations.
- Identifying the most exigent publics for risk messages; Developing appropriate messages for the most exigent public; understanding how publics process risk messages; understanding how to incorporate divergent viewpoints into risk message; providing specific response strategies organizations and

institutions can incorporate into their risk messages during crises; examining the factors, which influence the effectiveness of response strategies; understanding how publics perceive risk prior to disseminating risk message.

Course contents

- Risk types like financial markets risks, environmental risk or company risks
- Risk and Compliance Management and building a Risk Intelligence System
    - Risk identification
    - Risk measures
    - Risk avoidance
    - Risk reduction
    - Risk sharing
    - Risk retention
- Risk in company evaluations
    - Discounted cash flow
    - Weighted average cost of capital
    - Capital asset pricing model
- Risk Due Dilligence and Risk Impact Analysis for internal and external analysis (context management)
- Building risk company culture and sector risk awareness
- Principles in Corporate Communications and Investor Relations
- Identifying the most exigent publics for risk messages (CERC Model)
- Risk Communication and the role of the print and social media
    - Risk perception
    - Risk rhetoric
    - Risk framing
    - Risk numerology
    - Risk visualization
- Risk Avoidance Communication (preparedness communication)
- Crisis Communication in response and recovery phase
- Examples of Risk Communication Programs

Literature

- Launer, M. (2017): Operative Compliance Management, Suderburger Arbeitspapier Nr. 3, Suderburg
- Jackson, P. (2014): Risk Culture and Effective Risk Governance, Risk Books
- Carretta, A.; Fiordelisi, F. (2017): Risk Culture in Banking, Kindle
- Hunziker, S. (2019): Enterprise Risk Management: Modern Approaches to Balancing Risk and Reward
- Hopkin, P. (2018): Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management, 5. ed., Kogan Page
- Taleb, N.N. (2010): The Black Swan: The Impact of the Highly Improbable, Random House
- Yilmaz, A.K.; Flouris, T.G. (2019): Values, Ergonomics and Risk Management in Aviation Business Strategy
- Hull, J.C. (2018): Risk Management and Financial Institutions, Wiley Finance
- Hillson, D. (2016): Risk Management Handbook: A Practical Guide to Managing the Multiple Dimensions of Risk
- Miller, M.B. (2018): Quantitative Financial Risk Management, Wiley Finance
- Cho, H. (2015): The SAGE Handbook of Risk Communication
- Bourrier, M.; Bieder, C. (2018): Risk Communication for the Future: Towards Smart Risk Governance and Safety Management, Springer Briefs in Applied Sciences and Technology
- Lundgren, R. (2013): Risk Communication: A Handbook for Communicating Environmental, Safety, and Health Risks, 5th ed
- Raue, M.; Lermer, E. et al. (2019): Psychological Perspectives on Risk and Risk Analysis: Theory, Models, and Applications

Ostfalia University of Applied Sciences
Sustainability and Risk Management

Module: R3 - Risk leadership, risk strategy

Semester	frequency of the offer	duration	Type	ECTS points	Workload
3	Yearly, in winter term	1 Sem.	required subject	**5 CP**	Total Workload 150 h Online Interaction 20 h Self-Learning 125 h Local Interaction 5 h

Requirements for the study	Applicability	Prerequisite for the award of credit points (Exam / examination time)	Teaching and learning methods	Person(s) in charge
Recommended completion of Module(s): **F / R1/ R2**	mandatory module for "Sustainability and Risk Management"	subject paper together with short oral presentation	Blended Learning based on the following elements: • text-guided self-learning and reflection, • weekly presentation by lecturer and self-reflection exercises, • weekly interactive online discussions (between peers, facilitated and guided by lecturer), and • learning documentation leading to a final presentation (as examination)	Prof. Dr. Achim Michalke

Qualification objectives

Risk and uncertainty impose limitations on strategic planning, as well as they open new strategic opportunities. Participants shall understand how risk and uncertainty affect strategic planning, and how they might be taken into account accordingly in strategy development.

Risk and uncertainty have a strong psychological effect on us, which prevents us from rational decisions that would give us the best possible outcome. Participants shall learn about these effects, and understand how they can design their leadership behaviour accordingly.

Course contents
Fundamentals: Interaction between structure and hazard in our world, abundance of uncertainty in situations, possibilities and limits in anticipation and planning. Strategy: target-oriented planning under constrained resources, areas of strategic planning in business, strategy development and fulfilment Impact of risk and uncertainty on strategic planning, limitations to planning horizon and precision, strategic opportunities through risk and uncertainty Leadership fundamentals: influencing others towards a common goal, qualities of leadership Emotional effects of risk and uncertainty, emotional biases in decision-making.
Literature
Desender, Kurt. On the Determinants of Enterprise Risk Management Implementation. Gigerenzer, Gerd. Risk Savvy: How to Make Good Decisions. München : Random House GmbH, 2013. ISBN 978-0-14-312710-9 Hersey, P. und Blanchard, K. Management of Organizational Behavior. New York : Prentice-Hall, 1982. ISBN 0-13-549600-4. Kahnemann, Daniel. Thinking - Fast and Slow. s.l. : Penguin Random House UK, 2011. ISBN 978-0-141-03357-0. Mintzberg, Henry. The Rise and Fall of Strategic Planning. New York : The Free Press, 1994. ISBN 978-1-4767-5476-5. Thaler, Richard H., and Sunstein, Cass. Nudge - Improving decisions in Health, Wealth, and Happiness. London : Penguin Books, 2008. ISBN 978-0-14-311526-7. Tversky, A., Kahnemann, D. Judgment under Uncertainty: Heuristics and Biases. Science. 1974, Bd. 185.

courses		
lecturer(s)	**titel of the course**	**SH**
Prof. Dr. Achim Michalke	Risk leadership, risk strategy	

Ostfalia University of Applied Sciences
Sustainability and Risk Management

Module: R4 - Interdependence of risk & technology

Semester	frequency of the offer	duration	Type	ECTS points	Workload
4	Yearly, in summer term	1 Sem.	required subject	**5 CP**	Total Workload 150 h Online Interaction 20 h Self-Learning 125 h Local Interaction 5 h

Requirements for the study	Applicability	Prerequisite for the award of credit points (Exam / examination time)	Teaching and learning methods	Person(s) in charge
Recommended completion of Module(s): **F / R1 / S1**	mandatory module for "Sustainability and Risk Management"	term paper, report/presentation	Blended Learning based on the following elements: • text-guided self-learning and reflection, • weekly presentation by lecturer and self-reflection exercises, • weekly interactive online discussions (between peers, facilitated and guided by lecturer), and • learning documentation leading to a final presentation (as examination)	Prof. Dr.-Ing. Martin Rambke Prof. Dr.-Ing. Martin Müller

Qualification objectives

Society faces major challenges in the implementation of new technologies such as electromobility, autonomous driving and the digital transformation of design and production processes. By completing this module, students will be able to analyse and evaluate these new technologies in terms of their potential concerning risk and benefit:

- Ability to apply structured and holistic analysis methods to technical applications and to document the resulting opportunities and risks.
- Ability to interpret using key performance indicators

Course contents

1 Technology Risks that Have Come True - Historical Overview

2 Viewing the automobile as a technology symbol in transition

2.1 Product Complexity

2.2 Virtualization in the Product Development Process

2.3 Alternative Drives - holistic view

2.4 Automated Driving - legal and social consequences

2.5 Mobility in the Future - concepts and resulting impacts

3 Risk Assessment - applied tools as well as simulation and testing procedures

Literature

Hosni, A. Success with Simulation: A definitive guide to process improvement success using simulation for healthcare, manufacturing, and warehousing, Verlag HosniAdra, (2018)

Dekker, S.: The Field Guide to Understanding 'Human Error', CRC Press, 3. Auflage, (2017)

Flaus, J.-M.: Risk Analysis: Socio-technical and Industrial Systems (Systems Engineering), Verlag: Wiley-ISTE, 1. Auflage, (2013)

courses

Lecturer(s)	Titel of the course	SH
Prof. Dr.-Ing. Martin Rambke	Interdependence of risk & technology	

Ostfalia University of Applied Sciences
Sustainability and Risk Management

Module: S1 - Social responsibility, sustainability strategy & reporting

Semester	frequency of the offer	duration	Type	ECTS points	Workload
1	Yearly, in summer term	1 Sem.	required subject	**5 CP**	Total Workload 150 h Online Interaction 20 h Self-Learning 125 h Local Interaction 5 h

Requirements for the study	Applicability	Prerequisite for the award of credit points (Exam / examination time)	Teaching and learning methods	Person(s) in charge
None required	mandatory module for "Sustainability and Risk Management"	term paper, report/presentation	Blended Learning based on the following elements: • text-guided self-learning and reflection, • weekly presentation by lecturer and self-reflection exercises, • weekly interactive online discussions (between peers, facilitated and guided by lecturer), and • learning documentation leading to a final presentation (as examination)	Prof. Dr. Ksenija Denčić-Mihajlov Dr. Hedda Sander

Qualification objectives

The aim of this course is to gain a comprehensive understanding of the different factors influencing the legal, ethical, and economic responsibilities of companies, particularly when taking into account the emerging regulations around sustainability issues. The lectures will provide students with the importance of sustainability strategy and reporting on sustainability, the regulation of corporate sustainability reporting as well as sustainability reporting frameworks. The aim is to enhance knowledge and awareness among students of issues relating to sustainability control realization, especially in application and understanding of sustainability performance indicators.

After completing this course participants should be able to:

- Gain understanding of the concepts of corporate social responsibility (CSR) and sustainability and be able to associate these concepts with the role of business in society;
- Reflect on the implications of different CSR approaches and criticize the concept of CSR;
- Understand different motivations that firms have to adopting CSR as well as the drivers of socially responsible investing;
- Apply the principles and theories of sustainability management as a frame for strategy planning towards achieving sustainability goals;
- Develop and evaluate the level of sustainability in the value creation of existing business model and to identify new sustainability business model innovations;

- Develop performance frameworks for sustainability practices to be used in variety of organizations;
- Understand the importance and benefits of reporting on sustainability, the regulation of corporate sustainability reporting as well as the content and purpose of different sustainability reporting frameworks.

Course contents

1. Social responsibility: the changing role of business in modern society

- Globalization impacts on CSR
- Implicit and explicit CSR
- CSR and financial markets / socially responsible investing
- CRS and sustainability

2. Sustainability, sustainable business strategies and models

- The core contepts of sustainabiity
- Corporate sustainability strategy: development and implementation
- Circular economy in corporate sustainability strategies
- Corporate environmental footprint
- Value and sustainable business models

3. Sustainability reporting

- Expanded model of external financial and non-financial reporting as the basis for sustainability reporting
- Sustainability reporting regulation: a comparative aspect
- GRI universal and topic-specific sustainability standards
- Sustainabaility reporting principles (defining reporting content and quality)
- Sustaibability metrics (sustainabality indicators, Balanced Scorecard)
- Sustainability report assurance

Literature

- Rasche A., Mette M., Moon J. (2017). Corporate Social Responsibility: Strategy, Communication, Governance. Cambridge University Press
- Matten, D. and Moon, J. (2008) '"Implicit" and "Explicit" CSR: A Conceptual Framework for a Comparative Understanding of Corporate Social Responsibility', Academy of Management Review, 33, 404–424.
- Porter ME, Kramer MR (2011) "Creating shared value". Harvard Business Review, 89(1/2), 62–77
- Aagaard A. (2019) Sustainable Business Models: Innovation, Implementation and Success. Palgrave Macmillan. ISBN 978-3-319-93274-3
- Leleux, B. & van der Kaaij, J. (2019) Winning sustainability Strategies (Finding Purpose, Driving Innovation and Executing Change). Palgrave Macmillan
- IIRC (2013). The International Integrated Reporting Framework, http://integratedreporting.org/wp-content/uploads/2015/03/13-12-08-THE-INTERNATIONAL-IR-FRAMEWORK-2-1.pdf.
- Global Reporting Initiative (2018). CONSOLIDATED SET OF GRI SUSTAINABILITY REPORTING STANDARDS 2018, https://www.globalreporting.org/standards

courses

Lecturer(s)	Titel of the course	SH
Prof. Dr. Ksenija Denčić-Mihajlov	Social responsibility, sustainability strategy & reporting	

Ostfalia University of Applied Sciences
Sustainability and Risk Management

Module: S2 – Economic thinking and sustainable finance

Semester	frequency of the offer	duration	Type	ECTS points	Workload
2	Yearly, in winter term	1 Sem.	required subject	**5 CP**	Total Workload 150 h Online Interaction 20 h Self-Learning 125 h Local Interaction 5 h

Requirements for the study	Applicability	Prerequisite for the award of credit points (Exam / examination time)	Teaching and learning methods	Person(s) in charge
Recommended completion of Module(s): **F / S1**	mandatory module for "Sustainability and Risk Management"	term paper, report/presentation	Blended Learning based on the following elements: • text-guided self-learning and reflection, • weekly presentation by lecturer and self-reflection exercises, • weekly interactive online discussions (between peers, facilitated and guided by lecturer), and • learning documentation leading to a final presentation (as examination)	Prof. Dr. Olaf Schlotmann Prof. Dr. Ibrahim Ethem Sancak

Qualification objectives

Economic Thinking:

After finishing this course, participants are able to

- understand and classify the fundamental concepts of efficient markets and Homo Oeconomicus
- describe types of market failure and its consequences
- evaluate different kinds of government interventions in markets
- analyze fundamental individual and collective decision making in context of the Public Choice Theory

Sustainable Finance:

After finishing this course, participants are able to

- Understand mechanisms of financial systems and new roles of financial institutions
- Evaluate fundamental finance theories with sustainability perspective
- Understand sustainable investments and long-term value creation
- Understand new forms of financial services at banking, capital market and insurance industries
- Gain new perspectives for transition management and integrated thinking
- See new perspectives for new business models, jobs and professions at financial industries.

Course contents

Economic Thinking:

Market efficiency and market mechanism, Homo Oeconomicus, market failure, Pareto criterion, welfare (measures), externalities and environmental protection, oligopoly and market power, public goods, Rational Choice Theory and decision making, bounded rationality, risk, altruism, fairness, Logic and Theory of Science, boundaries of economics, mathematical vs. historical time

Sustainable Finance:

Financial systems. Finance theories under sustainable finance. Externalities and internalization. Sustainable investments. Sustainability's challenges to corporates. Financing sustainability. Transition management and integrated thinking. Sustainability for different financial industries; banking, capital market and insurance. New career opportunities with sustainable finance background.

Literature

Textbook:

Schoenmaker, D., & Schramade, W. (2019). Principles of Sustainable Finance. New York: Oxford University Press.

Suggested Reading:

- Bielenberg, A., Kerlin, M., Oppenheim, J., & Roberts, M. (2016). Financing change: How to mobilize private sector financing for sustainable infrastructure. Chicago: McKinsey Center for Business and Environment.
- European Political Strategy Centre. (2017). Financing Sustainability, Triggering Investments for the Clean Economy. Brussels: European Commission.
- High-Level Expert Group on Sustainable Finance. (2018). Financing a Sustainable European Economy-Final Report. Brussels: European Commission.
- United Nations. (Web Site). 17 Goals to Transform Our World. Sustainable Development Goals: https://www.un.org/sustainabledevelopment/

courses

lecturer(s)	titel of the course	SH
Prof. Dr. Olaf Schlotmann	Economic Thinking	
Prof. Dr. Ibrahim Sancak	Sustainable Finance	

Ostfalia University of Applied Sciences
Sustainability and Risk Management

Module: S3 - Intercultural management, conflict management and marketing

Semester	frequency of the offer	duration	Type	ECTS points	Workload
3	Yearly, in summer term	1 Sem.	required subject	**5 CP**	Total Workload 150 h Online Interaction 20 h Self-Learning 125 h Local Interaction 5 h

Requirements for the study	Applicability	Prerequisite for the award of credit points (Exam / examination time)	Teaching and learning methods	Person(s) in charge
Recommended completion of Module(s): **F / R2 / S1**	mandatory module for "Sustainability and Risk Management"	term paper, report/presentation	Blended Learning based on the following elements: • text-guided self-learning and reflection, • weekly presentation by lecturer and self-reflection exercises, • weekly interactive online discussions (between peers, facilitated and guided by lecturer), and • learning documentation leading to a final presentation (as examination)	Dr. Abey Kuruvilla Dr. Hedda Sander

Qualification objectives

Intercultural competence is one of the key success factors in a global world. Thus, Students learn how to succeed in various international business situations.

Participants understand the concept of culture incl. the cultural standards and dimensions. They learn how to communicate and manage people in an intercultural business context. This includes cross-cultural teamwork, negotiation and leadership.

Students can identify and analyze conflicts which are based on different underlying values and believe. Based on this, they better understand and interpret the different behaviors and attitudes of foreign business partners and colleagues. They are able to develop intercultural competence to create sustainable strategies in order to succeed in a global world.

Course contents
• Intercultural management: Culture and cultural diversity fundamentals: Selected studies; Major objectives of intercultural management; Globalization as a factor of intercultural contacts and intercultural situations; Impact of internationalization upon regional culture; Culture and leadership. • Conflict management: Conflict Styles; Negotiation Strategies and Situations; Moving to a positive result (Distributive and Integrative Negotiation); Effective Communication; Information Collection and Questioning; Persuading and Influencing Others; Conflict in the Workplace; Role of the Team Leader. • Marketing: Organizational culture; Corporate culture; Managerial control with the aspect of normative control and identity regulation; Different leadership theories and approaches.
Literature
Hofstede, G., Hofstede, G.J. and Minkov M.: Cultures and Organizations: Software of the Mind (3. reviseded), Mcgraw-Hill, New York, 2010; Lewicki, Saunders and Barry, Negotiation, McGraw-Hill, 2014 (7th ed.); Schein (2010) Organizational Culture and Leadership, 4th ed. San Francisco: Jossey-Bass Publishers

courses		
lecturer(s)	**titel of the course**	**SH**
Dr. Abbey Kuruvilla	Intercultural management, conflict management and marketing	

Ostfalia University of Applied Sciences
Sustainability and Risk Management

Module: S4 - Sustainable development and compliance

Semester	frequency of the offer	duration	Type	ECTS points	Workload
4	Yearly, in winter term	1 Sem.	required subject	**5 CP**	Total Workload 150 h Online Interaction 20 h Self-Learning 125 h Local Interaction 5 h

Requirements for the study	Applicability	Prerequisite for the award of credit points (Exam / examination time)	Teaching and learning methods	Person(s) in charge
Recommended completion of Module(s): **F/ R1 / R2 / S1 / S3**	mandatory module for "Sustainability and Risk Management"	term paper, report/presentation	Blended Learning based on the following elements: • text-guided self-learning and reflection, • weekly presentation by lecturer and self-reflection exercises, • weekly interactive online discussions (between peers, facilitated and guided by lecturer), and • learning documentation leading to a final presentation (as examination)	Dr. John Skalbeck Dr. Hedda Sander

Qualification objectives

Objectives are:

• to develop an understanding of the notion of sustainable development;

• to be able to analyse the value base behind a range of different interpretations of sustainable development;

• to appreciate the regional differences of approach to sustainable development;

• to develop and adapt an own definition of sustainable development;

• to acquire technical and interdisciplinary competencies within this field.

Course contents
Sustainable development is becoming central to the programmes of many governments, businesses, educational institutions and non-government organisations worldwide. The module traces the historical development of understanding sustainability from the 1980s until today including landmark events such as: the 1987 Brundtland Report, Montreal Protocol (1987), Earth Summit in Rio de Janiero (1992), Kyoto Protocol (1997) and Paris (2015). The meaning of sustainable development and the necessity to include ecological and economic principles into decision-making is still lacking a clear definition of the concept as the notion concerns a process of change depending upon local contexts, needs and interests. Thus, the value base behind different definitions of and regional approaches towards sustainable development, need to be understood.
Literature
John Blewitt (2017) Understanding Sustainable Development (English) Routledge; 3rd edition. ISBN-10: 1138205958 and ISBN-13: 978-1138205956

courses		
lecturer(s)	**titel of the course**	**SH**
Dr. John Skalbeck	Sustainable development and compliance	

Ostfalia University of Applied Sciences
Sustainability and Risk Management

Module: A – Application Workshop

Semester	frequency of the offer	duration	Type	ECTS points	Workload
2,3,4	Once per term	1 Sem.	required subject	**5 CP**	Total Workload 150 h Online Interaction 50 h Self-Learning 50 h Local Interaction 50 h

Requirements for the study	Applicability	Teaching and learning methods; Examination	Person(s) in charge
none required; **recommended:** successful completion of two or three learning modules of this course is strongly recommended	three workshops mandatory for "Sustainability and Risk Management"	Preparatory phase (self/online study): Participants get themselves informed about a specific industry or community area, together with a coarsely defined sustainability and/or risk management topic in this area, by reading and discussion Event (presence week): Area and topic are presented, preferably in co-operation with a non-academic partner, by experts and managers, as well as researchers. Sightseeing of an industry complex should be included, better still the presence phase is located within a respective area. Participants form teams and work intensively on issues, mentored and supported by faculty and experts. Conclusion phase (online work): Participant teams continue and finalize their project work. Final solutions (subject of examination) is presented and defended by the teams, either online or in presence.	Varying, depending on workshop issue

Qualification objectives

Participants shall train application of interdisciplinary knowledge on sustainability and risk management to various practical issues, within as well as outside their current sphere of confidence.

Course contents

Project work on a given practical issue in a specific industry or community area, from identification and analysis of the issue to development and presentation of a practical solution.

The course of action is comparable in each application workshop, while the area of application varies each term. Students will have the opportunity to apply their competences to three totally different areas.

Possible topics
Engineering & Product Management
Financial & Investment Management
Water & Flood Management
Agriculture & Food Management
Building & Facility Management
Public Services & Governmental Management
Logistics & Mobility Management
Digitalisation & Cyber Management
Media & Communication Management
Global Development & Cooperation
Social Innovation & Development

Ostfalia University of Applied Sciences
Sustainability and Risk Management

Module: T – Master Thesis

Semester	frequency of the offer	duration	Type	ECTS points	Workload
5	On demand	1 Sem.	required subject	**25 CP for master thesis** **5 CP for colloquium**	Total Workload 900 h Online Interaction 15 h Self-Learning 880 h Local Interaction 5 h

Requirements for the study	Applicability	Prerequisite for the award of credit points (Exam / examination time)	Teaching and learning methods	Person(s) in charge
All other modules of this course have been completed successfully	mandatory module for "Sustainability and Risk Management"	written thesis plus oral presentation (colloquium)	Participants find two mentors, at least one of them a member of the teaching staff, and agree with them on a theme. They work standalone on their thesis, supported by their mentors. Finally, they present and defend their thesis in a public presentation (colloquium). Master theses may be conducted in a team as well. In this case, contributions of the team members must be distinguishable.	(not applicable)

Qualification objectives

Participants shall prove their ability to apply their knowledge and competences to a given issue of higher complexity in an autonomous, professional, and scientific manner, with qualified results.