HOCHSCHULE NEU-ULM (HNU)

Modulhandbuch

für den Masterstudiengang Social Entrepreneurship for Sustainable Development (Master of Arts)

Gültig ab:

Sommersemester 2023

Die nachfolgenden Modulbeschreibungen für den Masterstudiengang Social Entrepreneurship for Sustainable Development der Hochschule Neu-Ulm (HNU) sind hier vorbehaltlich Änderungen dargestellt. Rechtlich verbindlich ist ausschließlich die Studien- und Prüfungsordnung.

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§ 4 Studienplan

im Masterstudiengang ESD ab Sommersemester 2023 (20231)

Modul Nr.	Modulbezeichnung	Art der LV	ECTS	SWS			Prüfungsleistung*
				1	2	3	
1	Development Economics – Theories, Actors and Models	SU, Ü	5	3			P (K/StA/RE)
2	Global and Regional Development Geography	SU, Ü	5	3			P (K/StA/RE)
3	Introduction to Sustainability Management	SU, Ü	5	3			P (K/StA/RE)
4	Economic and Business Ethics	SU, Ü	5	3			P (K/StA/RE)
5	Research Lab: Qualitative and Quantitative Research Methods (Project Work)	SU, PP	5	4			P (StA, RE)
6	Design Thinking for Social Entrepreneurship (Project Work)	SU, PP	5	4			P (StA, RE)
7	Project Management in Development Cooperations	SU, Ü	5		3		P (K/StA/RE)
8	Entrepreneurship and Development Management	SU, Ü	5		3		P (K/StA/RE)
9	Sustainable Finance Management	SU, Ü	5		3		P (K/StA/RE)
10	Circular Economy and Resource Management	SU, Ü	5		3		P (K/StA/RE)
11	Social Entrepreneurship and Impact (Project work)	SU, PP	5		4		P (StA, RE)
12	Business Model Generation for Social Businesses (Project work)	SU, PP	5		4		P (StA, RE)
13	Post-Development and Alternatives to Development	SU, Ü	5			3	P (K/StA/RE)
14	Sustainable Supply Chain Management	SU, Ü	5			3	P (K/StA/RE)
15	Innovation Project Lab (Project Work)	PP	5			4	P (StA, RE)
16	Master Thesis	MT	15			1	P (MT, RE)**
	Total		90	20	20	11	

*Näheres in der APO, dem Modulhandbuch und dem Vorlesungsverzeichnis

Abkürzungen

ECTS = Punkte nach dem European Credit Transfer System
K = Klausur
LV = Lehrveranstaltung
MT = Master Thesis
P = Prüfungsleistung
PP = Praxisprojekt
RE = Referat
StA = Studienarbeit
SU = Seminaristischer Unterricht
SWS = Semesterwochenstunden
Ü = Übung
P (K/StA/RE) = alternative Prüfungsformen
** Gewichtung: MT 14 ECTS, RE 1 ECTS

Liste der Modulverantwortlichen

Semester	Modulbezeichnung	Modulverantwortlicher
1	Development Economics – Theories, Actors and Models	Prof. Dr. Thorsten Neumann
1	Global and Regional Development Geography	Prof. Dr. Thomas Bayer
1	Introduction to Sustainability Management	Prof. Dr. Jens Kolb
1	Economic and Business Ethics	Prof. Dr. Thomas Bayer
1	Research Lab: Qualitative and Quantitative Research Methods (Project Work)	Prof. Dr. Jens Pätzmann
1	Design Thinking for Social Entrepreneurship (Project Work)	Prof. Dr. Thomas Bayer
2	Project Management in Development Cooperations	Prof. Dr. Thomas Bayer
2	Entrepreneurship and Development Management	Prof. Dr. Thomas Bayer
2	Sustainable Finance Management	Prof. Dr. Elmar Steurer
2	Circular Economy and Resource Management	Prof. Dr. Thomas Bayer
2	Social Entrepreneurship and Impact (Project Work)	Prof. Dr. Antje Wild
2	Business Model Generation for Social Businesses (Project Work)	Prof. Dr. Thomas Bayer
3	Post-Development and Alternatives to Development	Prof. Dr. Thomas Bayer
3	Sustainable Supply Chain Management	Prof. Dr. Carsten Prenzler
3	Innovation Project Lab (Project Work)	Prof. Dr. Thomas Bayer
3	Master Thesis	Prof. Dr. Thomas Bayer

Module Description/Syllabus

Module	**Development Economics - Theories, Actors & Models**		
Course Title	Development Economics - Theories, Actors & Models		Overall grade weighting (in %) 4,5
Course of Studies	Social Entrepreneurship for Sustainable Development		
Examination No. (SuP)	10100 / 100781	**valid SER** 20231	
Mode of Study	☒ full-time ☐ part-time		
Study Cycle	○ Bachelor ◉ Master		
Frequency	○ winter term ◉ summer term ○ each semester		
Language Competence Level and Course code SAP ☐			
Language of instruction	☒ English ☐ German	**Duration** 1 semester	
Lecturer/s	**See Course Catalogue**		
Typ of course	◉ compulsory ○ optional	◉ in the ○ from the 1st semester	
Mode of delivery	Classroom / E-Learning / Live Online Teaching		
Responsible for the module	Prof. Dr. Thorsten Neumann		
Teaching Methods	Flipped classroom with basic instructional videos accompanied by interactive classroom sessions with a strong focus on controversial discussions and own work case studies.		
Work parameters	**self-studies (hours)** 115	**contact time (hours)** 35	**total (hours)** 150
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 03
Use for other studies			

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

Basic knowledge of economics gained from introductory courses covering foundations of microeconomics and macroeconomics

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

Students gain basic knowledge on the foundations of developlment economcis.

After taking the coures students are familar with
- economic theories on economic development
- economic policies to foster sustainable development and to fight poverty.

By means of case studies students strengthen their skills in the application of their newly gained know how to country analyses.

Learning Content

Economic Development: Causes, Challenges and Policies
- Status Quo
- Uneven growth
- Inequality
- Poverty
- Undernutrition
- Population growth
- Rural and urban aspects
- Economic institutions

Economic Growth
- Exogenous growth
- Endogenous growth
- Growth policies
- Challenges of LMCs

International Trade
- Theories
- Trade policies
- Globalization
- Institutions

Environment and Development
- Sustainable development

Case studies
- Analysis of selected countries

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	1. semester		
Assessment method(s)	Written exam. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	Development Economics (1999), Debraj Raj		
	Introduction to Development Economics (2004), Subrata Ghatak		
	Why Nations Fail: The Origins of Power, Prosperity and Poverty (2012), Daron Acemoglu and James Robinson		
	Economic Growth (1995) Robert J. Barro and Xavier Sala-i-Martin		
	Instruction videos, lecture notes and selected readings		
Additional (module) information			
Document Version	2	**Document Date**	20.11.2023
Document was created by	Prof. Dr. Thorsten Neumann	**Valid from**	01.03.2023
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Module Description/Syllabus

Module	**Global and Regional Development Geography**			
Course Title	Global and Regional Development Geography		Overall grade weighting (in %) 4,5	
Course of Studies	Social Entrepreneurship for Sustainable Development			
Examination No. (SuP)	10200 / 100782		**valid SER** 20231	
Mode of Study	☒ full-time	☐ part-time		
Study Cycle	○ Bachelor	◉ Master		
Frequency	○ winter term	◉ summer term	○ each semester	
Language Competence Level and Course code SAP ☐				
Language of instruction	☒ English	☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**			
Typ of course	◉ compulsory	○ optional	◉ in the	○ from the 1st semester
Mode of delivery	Live online lectures + 2 block lectures in presence at HNU			
Responsible for the module	Prof. Dr. Thomas Bayer			
Teaching Methods	Lecture input, discussions, seminar work Elearning material via Elearning platform Student seminar presentations			
Work parameters	**self-studies (hours)** 115	**contact time (hours)** 35	**total (hours)** 150	
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 03	
Use for other studies				

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

Prospective students should have a background in geography, anthropology, environmental science, and other cognate disciplines.

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

The students
- understand, how societies interact with their environments in distinct ways to strive for positive change
- reflect and anayse different forms and understandings of development in different societies
- critically question the universal application of Western-inspired development blueprints
- understand theories and current pattern of global events and actions
- apply scientific methods to interrogate environment-society-development interrelations
- analyse drivers of spatial disparities in ‘development’ in the Global South from a transdisciplinary perspective
- analyse scientific publications
- present and discuss key findings and arguments of scientific publications in seminar presentations

Learning Content

Introductory Lecture
Mis-characterisation of Global North & Global South
Whose ‘Development’ is it?
The Politics of Environmental Policy Interventions
Epistemic Injustices in Development Studies
Globalism, Regionalism & Regionalisation
Colonialism & Ethnic Diversity in the Global South
Global Land Grabbing & State-Society Relations in the Global South
Gender, Environment & Development
Geographic Shift in Mineral Resource Extraction
Global Change & Digital Activism
Economic Development Patterns of Latin America & the Caribbean
The Rise of Asian Tigers – A Role Model for Africa?
Seminar Synthesis Session & Home Exam Practicalities

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	1. semester		
Assessment method(s)	Written exam or seminar paper or presentation. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	Hollington, A., Salverda, T., Schwarz, T., & Tappe, O.: Concepts of the global south (2015)		
	Antunes de Oliveira, F.:. Development for whom? Beyond the developed/underdeveloped dichotomy. Journal of International Relations and Development, 23(4), 924–946 (2020)		
	Lavers, T., & Boamah, F.: The impact of agricultural investments on state capacity: A comparative analysis of Ethiopia and Ghana. Geoforum, 72. https://doi.org/10.1016/j.geoforum.2		
	Hoshiro, H.: Does regionalization promote regionalism? Evidence from East Asia. Journal of Contemporary East Asia Studies, 8(2), 199–219. https://doi.org/10.1080/24761028.20 (2019)		
	complete list of reading provided in Elearning platform		
Additional (module) information			
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Module Description/Syllabus

Module	**Introduction to Sustainability Management**			
Course Title	Introduction to Sustainability Management		Overall grade weighting (in %) 4,5	
Course of Studies	Social Entrepreneurship for Sustainable Development			
Examination No. (SuP)	10300 / 100783		**valid SER** 20231	
Mode of Study	☒ full-time	☐ part-time		
Study Cycle	○ Bachelor	◉ Master		
Frequency	○ winter term	◉ summer term	○ each semester	
Language Competence Level and Course code SAP ☐				
Language of instruction	☒ English	☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**			
Typ of course	◉ compulsory	○ optional	◉ in the	○ from the 1st semester
Mode of delivery	Classroom / E-Learning / Live Online Teaching			
Responsible for the module	Prof. Dr. Jens Kolb			
Teaching Methods	Lecture, case studies, group work, group presentation			
Work parameters	**self-studies (hours)** 115	**contact time (hours)** 35	**total (hours)** 150	
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 03	
Use for other studies				

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

Requirements for participation/required competencies
professional: English in writing and language, basic business understanding, technical understanding
methodical: analysis ability, conceptual skills, organizability, time management, problem solving ability
social: intercultural competence, communication skills, critical ability, team ability
personal: adaptability, endurance, individual responsibility, decision-making skills, creativity, goal orientation

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

1) the students:
- understand the main aspects of sustainability
- understand various sustainability definitions
- are able to explain the Sustainable Development Goals (SDGs)
- are able to apply the measurement of sustainability
- understand the different stakeholders on individual, organizational, national and international level
- understand the relation between sustainability and natural resources
- are able to review sustainability projects

2) the students:
- are able to organize themselves and to work in teams
- can moderate sustainability projects
- can motivate themselves and others
- can reflect on and improve their working methods and their results

Module Description/Syllabus

Learning Content

Origins, definitions and dimensions of sustainability
- Development of sustainability science and key concepts
- Sustainability on individual, organisational, national, international level
- Sustainable Development Goals (SDGs)
- Management aspects of sustainability
- Environmental dimension of sustainability
- Social and cultural dimension of sustainability
- Governance dimension of sustainability
- Economic dimension of sustainability
- Measurement of sustainability on different levels
- Externalization/decoupling problems of natural assets and processes

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	1. semester		
Assessment method(s)	Written exam or seminar paper or presentation. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	will be announced in the lecture		
Additional (module) information			
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Module Description/Syllabus

Module	**Economic and Business Ethics**		
Course Title	Economic and Business Ethics		Overall grade weighting (in %) 4,5
Course of Studies	Social Entrepreneurship for Sustainable Development		
Examination No. (SuP)	10400 / 100784	**valid SER** 20231	
Mode of Study	☒ full-time ☐ part-time		
Study Cycle	○ Bachelor ◉ Master		
Frequency	○ winter term ◉ summer term ○ each semester		
Language Competence Level and Course code SAP ☐			
Language of instruction	☒ English ☐ German	**Duration** 1 semester	
Lecturer/s	**See Course Catalogue**		
Typ of course	◉ compulsory ○ optional	◉ in the ○ from the 1st semester	
Mode of delivery	Classroom / E-Learning / Live Online Teaching		
Responsible for the module	Prof. Dr. Thomas Bayer		
Teaching Methods	Lecture Case-Study Analysis Group Discussion		
Work parameters	**self-studies (hours)** 115	**contact time (hours)** 35	**total (hours)** 150
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 03
Use for other studies	The contents of the module provide essential foundations for the effective study of later major topics in the ESD degree program and, especially for students without initial ethical education, form an essential foundation for the qualification for positions in social entrepreneurship and sustainable development surrounding.		

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

None

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

Students will be able to present and explain fundamental business ethical positions. They can use this knowledge to analyze decisions in the business context and are able to illustrate alternatives with regard to their ethical relevance and their social interactions. The students are able to develop their own arguments for ethical and sustainable business management and to represent them in discussions. This knowledge will help to develop own ideas on ethical and sustainable business models.

Learning Content

Students question the purpose of doing business. In this way, entrepreneurial decisions are analyzed in terms of their social consequences, thereby laying the foundation for entrepreneurial action that fosters social innovation.
By critically analyzing examples of current (e.g. publicly discussed) ethical issues, they transfer ethical reflections and standards to business practice and develop responsible recommendations for action for cases from various industries, markets and operational functional areas. These show in an exemplary manner how the students themselves, as responsible individuals in companies, can contribute to not only legally correct, but also legitimate, i.e. ethically responsible, far-sighted and sustainable entrepreneurial action.

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	1. semester		
Assessment method(s)	Seminar paper. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	Ulrich, P.: Integrative Economic Ethics: Foundations of a Civilized Market, Cambridge University Press (2006)		
	Maak T., Ulrich P.: Integre Unternehmensführung. Ethisches Orientierungswissen für die Wirtschaftspraxis, Schäffer-Poeschel (2007)		
	Hurst, A.: The Purpose Economy: How Your Desire for Impact, Personal Growth and Community Is Changing the World, Elevate (2016)		
	Laloux, F.: Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness, Nelson Parker (2014)		
	Mackey, J.: Conscious Capitalism, With a New Preface by the Authors: Liberating the Heroic Spirit of Business, Harvard Business Review Press (2014)		
Additional (module) information			
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Module Description/Syllabus

Module	**Research Lab: Qualitative and Quantitative Research Methods (Project Work)**			
Course Title	Research Lab: Qualitative and Quantitative Research Methods (Project Work)		Overall grade weighting (in %) 4,5	
Course of Studies	Social Entrepreneurship for Sustainable Development			
Examination No. (SuP)	10500 / 100785		**valid SER** 20231	
Mode of Study	☒ full-time	☐ part-time		
Study Cycle	○ Bachelor	◉ Master		
Frequency	○ winter term	◉ summer term	○ each semester	
Language Competence Level and Course code SAP ☐				
Language of instruction	☒ English	☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**			
Typ of course	◉ compulsory	○ optional	◉ in the	○ from the 1st semester
Mode of delivery	Face-to-face and/or Zoom			
Responsible for the module	Prof. Dr. Jens Pätzmann			
Teaching Methods	Lecture, exercises, group work, individual work, discussion Personal coaching, one-to-one feedback			
Work parameters	**self-studies (hours)** 105	**contact time (hours)** 45	**total (hours)** 150	
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 04	
Use for other studies	The module "Research Lab: Qualitative and Quantitative Research Methods" is a good preparation for all courses in which seminar-, semester-, term- or research papers have to be written. It is also a good preparation for emprical studies which have to be conducted in master theses.			

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

Professional: written expression
Methodical: analysis ability, assessment capacity, use of knowledge and information, problem solving ability, stress management - resilience
Social: communication skills, reliability
Personal: individual responsibility, decisionability, ability for selfreflection, creativity, performance, readiness to learn, logical thinking, self-control, verbal expression

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

The first part of the module introduces students to modern qualitative and quantitave research philosophies, concepts and methods, such as mixed methods and triangulation.
1) the students
a) can remember the latest qualitative and quantitative research concepts,
b) can understand the differences between quantitiatve and qualitative approaches,
c) can evaluate qualitative and quantitative research methods and discuss strengths and weaknesses,
d) can apply modern research methods with software.
2) the students
a) can efficiently work in groups,
b) can critically reflect themselves,
c) can work on an abstract topic thoroughly.
In the second part of the module the students will write a scientific paper based on empirical studies. Rigorous application of research methods determines this course.
1) the students
a) can apply a research method or a combination in an emprical study,
b) can evaluate different research methods,
c) create innovative approaches through an empirical study,
d) can use different software for conducting a survey and analysing data.
2) the students
a) can formulate original research questions,
b) can learn how to be scientifically curious,
d) can judge whether a career as a researcher would be an option.

Module Description/Syllabus

Learning Content

a) The students will be introduced to:
1. Research philosophies such as mixed methods and triangulation,
2. Qualitative Content Analysis (QCA),
3. Netnography, qualitative and quantitative,
4. Classical content analysis, qualitative and quantitative,
5. Expert interviews and the Case Study Research Method,
6. In-depth interviews,
7. Focus groups,
8. Quantitative and qualitative online surveys and
9. Software for conducting and analysing empirical studies

b) The students will
1. write a research proposal,
2. conduct empirical studies and
3. write a research paper.

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	1. semester		
Assessment method(s)	Seminar paper and presentation. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	Flick, U.: An Introduction To Qualitative Reseach (latest edition)		
	Miles, M. B., Huberman, M. A., Saldana, J.: Qualitative Data Analysis: A Methods Source Book (latest edition)		
	Saldana J.: The Coding Manual for Qualitative Researchers (latest edition)		
	Bell, E., Bryman, Alan, et al.: Business Research Methods (latest edition)		
	Software packages, i.e. QCA map, SurveyHero (among others)		
Additional (module) information	The examination for the Module is a portfolio examination (PF). In the first part the results of the empricial study will be presented and the students hand in a written document, which will be assessed. In the second part, the presentation of the research paper will be assessed (handed in presentation documents) and primarily the quality of the research paper.		
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Module Description/Syllabus

Module	**Design Thinking for Social Entrepreneurship (project work)**			
Course Title	Design Thinking for Social Entrepreneurship (project work)		Overall grade weighting (in %) 4,5	
Course of Studies	Social Entrepreneurship for Sustainable Development			
Examination No. (SuP)	10600 / 100786		**valid SER** 20231	
Mode of Study	☒ full-time	☐ part-time		
Study Cycle	○ Bachelor	◉ Master		
Frequency	○ winter term	◉ summer term	○ each semester	
Language Competence Level and Course code SAP ☐				
Language of instruction	☒ English	☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**			
Typ of course	◉ compulsory	○ optional	◉ in the	○ from the 1st semester
Mode of delivery	Classroom / E-Learning / Innovation lab work			
Responsible for the module	Prof. Dr. Thomas Bayer			
Teaching Methods	Lecture input, discussions, group work, group presentations Individual and group coaching Guest presenters on social entrepreneurship			
Work parameters	**self-studies (hours)** 105	**contact time (hours)** 45	**total (hours)** 150	
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 04	
Use for other studies				

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

professional skills: basic business understanding, technical understanding
methodical skills: analytical, conceptual, work organization, time management, problem solving
social skills: intercultural, communication, consensus finding, teaming
personal skills: openness, adaptability, endurance, individual responsibility, decision-making, creativity, goal orientation

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

The students
- understand what social innovation and social business means
- understand how societal value add can be created with social innovations and entrepreneurship
- know how to address societal problems by developing social business concepts
- understand how sustainable changes can be achieved in national and international contexts by social entrepreneurship
- understand the principles and methodologies of design thinking
- know how to apply design thinking methodologies and tools to create own social innovation and business concepts
- understand the multidimensional challenges of creating impact with social innovations in societies
- know how to address these challenges in the practice of social entrepreneurship using impact planning methodologies
- create and test own ideas for social innovations for selected target groups
- learn from and engage with existing social entrepreneurs
- know how to present and defend their social innovation in front of a public jury
- improve their incultural competencies by working together in international groups
- know how to document their work process scientifically and to present it in a paper form

Module Description/Syllabus

Learning Content

1. Innovation, relevance and dimensions of innovations
2. Basics of entrepreneurship
3. Social innovations
4. Process of creating social innovations
5. Social entrepreneurship
6. Design Thinking - concept and tools
7. Creating social innovations with Design Thinking
8. 24h challenge - local government challenges
9. Testing social innovations with real world beneficiaries
10. Challenges from real world social entrepreneurs
11. Learning from real world social entrepreneurs

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	1. semester		
Assessment method(s)	Social innovation report and presentation. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	Lewrick, M., Link, P., Leifer, L.: The Design Thinking Playbook, John Wiley & Sons (2018)		
	Portales, L.: Social Innovation and Social Entrepreneurship, Palgrave Macmillan (2019)		
	Simon, J., Millard, J., Lauritzen, J.R.K. et al.: Doing Social Innovation, TEPSIE (2014)		
	Melles, G.B. (Ed.): Designing Social Innovation For Sustainable Livelihoods, Springer (2020)		
	Ruthemeier, A., Röder, S., Schröter, K., Plugmann, P. (Eds.): The Global Impact of Social Innvoation, Springer (2022)		
	Villis, U., Strack, R., Yunus, M., Brusyten, S.: The Power Of Social Business. (2013) https://www.bcg.com/publications/2013/corporate-social-responsibility-poverty-hunger-powersocial-business McKinsey & Company, Ashoka (Eds.): From Small To Systemic (2019)		
Additional (module) information			
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Module Description/Syllabus

Module	**Project Management in Development Cooperations**		
Course Title	Project Management in Development Cooperations		Overall grade weighting (in %) 4,5
Course of Studies	Social Entrepreneurship for Sustainable Development		
Examination No. (SuP)	20100/100787	**valid SER** 20231	
Mode of Study	☒ full-time ☐ part-time		
Study Cycle	○ Bachelor ◉ Master		
Frequency	◉ winter term ○ summer term ○ each semester		
Language Competence Level and Course code SAP ☐			
Language of instruction	☒ English ☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**		
Typ of course	◉ compulsory ○ optional	◉ in the ○ from the	2nd semester
Mode of delivery	Classroom / e-Learning / Live online teaching		
Responsible for the module	Prof. Dr. Thomas Bayer		
Teaching Methods	Traditional lecture-based instructional approach (25%) Case-based teaching (75%) Weekly exercise sessions ; applying Microsoft Project, Primavera, or PC TeamUp		
Work parameters	**self-studies (hours)** 115	**contact time (hours)** 35	**total (hours)** 150
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 03
Use for other studies			

Prerequisites and co-requisites (if applicable)

none

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

Upon the successful completion of the module, the course participants will be familiar with core concepts and basic elements of project management in the context of international development cooperation. Supervised practicing of diverse methods of planning, steering, implementation, and monitoring of projects belongs to the basic portfolio of this module. Furthermore, the students learn to draft their own proposal texts and delve into project monitoring and evaluation from the lens of donors, beneficiaries, and project operators/coordinators.
The students learn and apply the project cycle management guidelines that are applied by the main international donors, NGOs, United Nations agencies, the European Commission, USAID, KfW, and GIZ. Apart from that, for the efficient application of digital approaches and components in projects, the students apply “Remote Management, Monitoring, and Verification” (RMMV) for International Financial Cooperation, a manual with a set of recommendations and fact sheets that has been recently proposed by KfW. To introduce the RMMV, a senior FinTech- and renewable energy expert will provide a brief introduction of RMMV and present two cases where RMMV has been applied by DEG and assured an incentive model for truthful project reporting.
The M&E part focuses on log frame-based monitoring approaches and performance management and project evaluations according to the DAC criteria. It is directly linked to SDG 17 as it helps to strengthen the means of implementation, while selected other SDGs are addressed depending on case studies selected.
Hence, in the aftermath of coursework, the participants will be in a position to differentiate between different perspectives of evaluation (beneficiaries, donors, and operators). They are aware that by defining the evaluation perspective, an implicit choice is made with regard to the scope and to the method of evaluation. They know (a) which approach is appropriate (and which is not), and (b) which methods to apply to evaluate a given set of interventions.
The case study approach and involvement of the leading international development practitioners from different sectors within the course enables in-depth, multi-faceted, and step-by-step explorations of the entire project cycle. Particular attention will be placed on the differences in managing, leading, and evaluating small, medium, and large-scale development projects. Specific attention will be paid to the critical role of intercultural management and modern communication techniques in international development projects.

Learning Content

1. The role of projects in international development cooperation
1.1. Partnership strategies of major donors with developing countries
1.2. A brief introduction to the taxonomy of aid
1.3. Determinants of the choice of aid modalities
1.4. Why project-type interventions are the cutting edge of development cooperation? 1.5. Determinants of project aid effectiveness: A short review of the empirical literature
2. Introduction to project management
2.1. What is a project?
2.2. Basic concepts of project management
2.3. Weaknesses and strengths of the project approach
2.4. Changing project management paradigms since the early 1940s
2.5. Project management in the context of international development cooperation
2.6. Project management in developing countries
2.7. Internal and external stakeholders of development cooperation projects 2.8. Intercultural management aspects in international projects
2.9. Project stakeholder management tools
3. Project Cycle Management (PCM)
3.1. The cycle of operations
3.1.1. Programming
3.1.2. Identification
3.1.3. Formulation
3.1.4. Implementation
3.1.5. Monitoring and Evaluation
3.1.6. Audit
3.2. PCM principles and the Logical Framework Approach
3.3. Project planning tools
3.3.1. MS Project Lab Session – Gantt charts and basics of network planning
3.3.2. MS Project Lab Session – Applying resources and setting success criteria to projects 3.4. Managing multiple projects and project portfolios
4. Budgeting and Financial Planning
4.1. Basic principles of project budgeting
4.2. Approaches for estimating project budget
4.3. Assessment of budgetary risks and their incorporation into financial planning
4.4. Seven steps of development project budgeting
4.5. Financial control of development projects
4.6. Financial reporting requirements and Logical Framework Approach
4.7. Budgeting and financial control tools
5. Monitoring and Evaluation (M&E)
5.1. Need for M&E and its place in project cycle
5.2. Tools of project M&E
5.3. Approaches of rigorous impact evaluation
5.3.1. Theory-based evaluations
5.3.2. Randomized control trials
5.3.3. Cost-effectiveness analysis
5.3.4. The Multi-Criteria Analysis
5.3.5. Treatment-Control Group Approaches
5.3.6. Assessment of cross-cutting issues
5.3.7. SPSS Project Lab Session: A brief demonstration and discussion of statistical evaluation methods

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	2. semester		
Assessment method(s)	Written exam. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	DAAD. 2023. Guide to Results-oriented Project Planning and Monitoring. Bonn: German Academic Exchange Service. Available online at https://www2.daad.de/downloads/foerderprogramm/file.php?id=7199		
	Dale, R.: Evaluating Development Programmes and Projects, New Delhi, London, Sage Publications, Chapter 1 (2004)		
	European Commission. 2004. Aid Delivery Methods. Project Cycle Management Guidelines. Brussels: European Commission. https://international-partnerships.ec.europa.eu/system/files/2020-09/methodology-aid-delivery-methods-project-cycle-management-200403_en.pdf		
	European Commission. 2018. Project Management Methodology. Guide 3.0. Centre of Excellence in Project Management (CoEPM²). Brussels: European Commission.		
	Montes-Guerra, M.I., De-Miguel, A.I., Pérez-Ezcurdia, A., Gimena Ramos, F.N., Díez-Silva, H.M.: Project Management in Development Cooperation. Non-Governmental Organizations, Innovar: Revista de ciencias administrativas y sociales 25 (56), pp. 53-67 (2015)		
	A detailed reading list & reading schedule will be made available via Moodle.		
Additional (module) information			
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Module Description/Syllabus

Module	**Entrepreneurship and Development Management**			
Course Title	Entrepreneurship and Development Management		Overall grade weighting (in %) 4,5	
Course of Studies	Social Entrepreneurship for Sustainable Development			
Examination No. (SuP)	20200/100788		**valid SER** 20231	
Mode of Study	☒ full-time	☐ part-time		
Study Cycle	○ Bachelor	◉ Master		
Frequency	◉ winter term	○ summer term	○ each semester	
Language Competence Level and Course code SAP ☐				
Language of instruction	☒ English	☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**			
Typ of course	◉ compulsory	○ optional	◉ in the	○ from the 2nd semester
Mode of delivery	Classroom / e-learning / Live online teaching			
Responsible for the module	Prof. Dr. Thomas Bayer			
Teaching Methods	Lectures Case studies Group presentations			
Work parameters	**self-studies (hours)** 115	**contact time (hours)** 35	**total (hours)** 150	
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 03	
Use for other studies				

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

No theoretical knowledge needed to start the course.
Preparation for every class in the form of weekly readings highly recommended to be able to follow the content.

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

(1) Knowledge: After completing this course, students have a deep understanding of the various roles of entrepreneurship in the context of economic development. Besides the social impact of entrepreneurship on development, the importance of innovation ecosystems for a country's economic development will be highlighted. Students will therefore not only understand the economic side of entrepreneurship in the development context, but as well about the social impact in regards of SDGs and female empowerment. Furthermore, attendees of the course will learn about the importance of entrepreneurial ecosystems as an important (policy) instrument to foster or hinder entrepreneurship, and therefore development, within the country.

(2) Skills: Besides a general lecturing style, practical teaching methods allow the students to get hands-on experience in the form of case studies to benefit from the lecturer's professional experience in the field. Real life tasks like building a pitch deck or an impact analysis foster the development of practical skills needed in Development Management.

(3) Responsibility & autonomy: The blended approach of lectures and practice projects increases the autonomy as well as responsibility of the students and leads to a more sustainable learning success than from lectures only. Furthermore, this approach allows for a less timely restricted workload and a more individual approach for the students.

Learning Content

The course „Entrepreneurship and Development Management" sheds light on the connection between Entrepreneurship and Economic Development Management. By using a practice-oriented learning approach, skills of the International Development Management will be established.
Besides the lecturer from the field, guest speakers and case studies will contribute to a practical and sustainable learning success. Due to its characteristic as the last major growth continent and the lecturer's year long experience on the ground, the course will have a special look at Africa. As an indication of the course content, you can have a look at the AfDB White Paper "Entrepreneurship in Africa" (2021).
During the course, the following topics will arise:
1. Innovation, entrepreneurship and economic development
o Role of Entrepreneurship in developing countries
o Entrepreneurship as a more sustainable instrument than the purely aid-based development programs of the past
1.1. Entrepreneurship and Sustainable Development Goals (SDGs)
o The role of Entrepreneurship on the road to a more sustainable future
o Innovation-based solutions to successfully reaching the SDGs
o Case Study
1.2. Entrepreneurship in development projects
o Development projects as an accelerator for Entrepreneurship
2. Social Entrepreneurship
o Role of Entrepreneurship as an instrument to a more social future
2.1. Entrepreneurship and empowerment
o Women entrepreneurship and its importance for the African continent
2.2. Impact investments, entrepreneurship and development
o The rise of Impact Investments (in Africa)
o Role of Impact Investments in the entrepreneurial environment
o Case Study
3. Entrepreneurial ecosystems
o Actors & Stakeholders in the entrepreneurial ecosystem (VC, Incubators etc.)
o Entrepreneurial ecosystems as a policy instrument to foster innovation and growth
3.1. Creation, development and support of innovation ecosystems
o Current developments of ecosystem creation in Africa
3.2. Actors & stakeholders in innovation ecosystems
o Case Study
4. Limits of entrepreneurship in development cooperation
o Entrepreneurship is no panacea

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	2. semester
Assessment method(s)	Presentation. For further details see course catalogue and study and examination regulations.
Recommended or required reading and other learning resources/tools	General:
	Müller G.: Umdenken – Überlebensfragen der Menschheit, Murmann Publishers (2020) ISBN 978-3-86774-649-6 (German only)
	AfDB: Entrepreneurship in Africa. White Paper (2021)
	Specific for lectures: 1. AfDB (2021): Entrepreneurship in Africa. White Paper. & Galindo Miguel-Angel, Mendez-Picazo Maria- Teresa (2013): Innovation, entrepreneurship and economic growth. & Naudé Wim (2008): Entrepreneurship in economic development. 1.1. Apostolopoulos Nikolaos, Al-Dajani Haya, Holt DIane, Jones Paul, Newbery Robert (2018): Entrepreneurship and the Sustainable Development Goals. & Moon Chris J. (2018): Contributions to the SDGs through social and eco entrepreneurship: New Mindsets for sustainable solutions. & Deloitte: SDGs from a business perspective & McKinsey: SDG Guide 1.2. - 2. - 2.1. SivaKalyanKumar E., Setti Kattamuri Pothanna (2018): Women entrepreneurship and economic development: An International perspective. 2.2. Peredo Ana Maria, McLean Murdith (2006): Social entrepreneurship: A critical review of the concept. 2.3. Brest Paul, Born Kelly (2013): When Can Impact Investing Create Real Impact? 3. - 3.1. Preisendorfer Peter, Bitz Ansgar, Bezuidenhout Frans J. (2014): Black entrepreneurship: a case study on entrepreneurial activities and ambitions in a South African township. & Jones Paul, Ratten Vanessa (2021): Knowledge spillovers and entrepreneurial ecosystems. & Malecki Edward J. (2017): Entrepreneurship and entrepreneurial ecosystems. & McKinsey: Entrepreneurship-Zeitgeist 2030. 3.2. -
Additional (module) information	

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Module Description/Syllabus

Module	**Sustainable Finance Management**			
Course Title	Sustainable Finance Management		Overall grade weighting (in %) 4,5	
Course of Studies	Social Entrepreneurship for Sustainable Development			
Examination No. (SuP)	20300/100789		**valid SER** 20231	
Mode of Study	☒ full-time	☐ part-time		
Study Cycle	○ Bachelor	◉ Master		
Frequency	◉ winter term	○ summer term	○ each semester	
Language Competence Level and Course code SAP ☐				
Language of instruction	☒ English	☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**			
Typ of course	◉ compulsory	○ optional	◉ in the ○ from the	2nd semester
Mode of delivery	Classroom / E-Learning / Live online teaching			
Responsible for the module	Prof. Dr. Elmar Steurer			
Teaching Methods	Lectures: 40 % Group work: 20 %, Case studies: 20 % Exercises: 20 %			
Work parameters	**self-studies (hours)** 115	**contact time (hours)** 35	**total (hours)** 150	
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 03	
Use for other studies	Master of Advanced Management (MAM)			

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

Required competencies: Basic knowledge of finance and accounting

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

Knowledge
After completing the module students
- know state-of-the-art application of sustainable finance concepts, methods and instruments.
- know the factors influencing sustainability decisions in an operative and strategic level.
- know the financial risks impacting sustainability including appropriate controlling and management measures.
- understand legal rules influencing sustainable finance.

Skills
The students are able to
- analyze a company's footprint of financial strength and sustainability.
- find strategies for approaching complex decision making situations.
- to deal with conflicts of interests.
- understand and propose strategies to manage risks and utilize chances in the context of start-up funding
- find approaches to solve entrepreneural cases and corresponding legal conflicts in the context of funding.

Responsibility and Autonomy
The students are able to analyze case studies independently or in teams. They are able to inform others by writing analyses and memos and by giving convincing presentations.
The students are able to gain new information and to research economic information, e.g. on the internet
The students can solve challenging practical problems and lead task-related discussions.
They are able to lead a business team.
The students can present their thoughts in a structured way in front of an audience.

Module Description/Syllabus

Learning Content

The module “Sustainable Finance Management" integrates the common perspective of corporate finance with the particular scope on sustainability to achieve a deep understanding of all major facets of funding in a holistic context. Students are required to transform complex study contexts in order to solve the provided case studies. One example is the application of funding instruments to support decision-making regarding targets of sustainability.
Further attention is dedicated to innovative forms of start-up funding and is covered by:
- The Venture Capital Investment Process
- Measuring Venture Capital Returns
- Crowd Investing

Enterprise Valuation
- Introduction to Enterprise Valuation
- DCF Analysis of companies
- Enterprise Valuation regarding sustainability targets

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	2. semester		
Assessment method(s)	Seminar paper. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	Metrick, A.; Yasuda, A.: Venture Capital & the Finance of Innovation. 2nd ed., Hoboken: Wiley & Sons (2011)		
	Ramsinghani, M.: The Business of Venture Capital. 2nd ed., Hoboken: Wiley & Sons (2014)		
	Ulshöfer, G., Feuchte B.: Finanzmärkte und Corporate Social Responsibility. Ordnungspolitik, Transparenz, Anlagestrategien. Herausgeber: Beate Feuchte (2011)		
	Berk, J. B; DeMarzo, P. M.: Corporate finance, 3rd ed. Boston, Pearson (2014)		
	Bönning, M.,Hassler R.: „Nachhaltigkeitsratings.“ In Handbuch Ratings, von Büschgen H. E., Everling O., S. 363-381, Wiesbaden, Gabler Verlag (2007)		
	Achleitner, A.-K., Nathusius, E.: Venture Valuation – Bewertung von Wachstumsunternehmen, Stuttgart, Schäffer-Poeschel (2004) McKinsey & Company: Planen, Gründen, Wachsen, 6th ed., Heidelberg, Redline (2013)		
Additional (module) information			
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Module Description/Syllabus

Module	**Circular Economy and Resource Management**		
Course Title	Circular Economy and Resource Management		Overall grade weighting (in %) 4,5
Course of Studies	Social Entrepreneurship for Sustainable Development		
Examination No. (SuP)	20400/100790	**valid SER** 20231	
Mode of Study	☒ full-time ☐ part-time		
Study Cycle	○ Bachelor ◉ Master		
Frequency	◉ winter term ○ summer term ○ each semester		
Language Competence Level and Course code SAP ☐			
Language of instruction	☒ English ☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**		
Typ of course	◉ compulsory ○ optional	◉ in the ○ from the	2nd semester
Mode of delivery	Classroom teaching / E-Learning / Live Online Teaching		
Responsible for the module	Prof. Dr. Thomas Bayer		
Teaching Methods	Lectures with seminar-style discussions, instructions and exercises Individual and case studies' discussions, practical projects and homework (incl.service learning) Research, group-based and collaborative learning, presentations and results' discusions		
Work parameters	**self-studies (hours)** 115	**contact time (hours)** 35	**total (hours)** 150
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 03
Use for other studies			

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

- Fluency in spoken and written English

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

1) Knowledge: Students at the end of this module should be able to:
- define CE
- list and explain the CE concepts
- detect the difference between a linear and circular economy approach
- state the principles of a circular economy
- know the advantages of a CE and a digital CE
- list some of the industries pracitising circularity and mention the benefits of transitioning to a circular business model
- mention at least five resource planning methodologies and tools
- list the resources in different industries and businesses
- state the goals, partners and action agendas of PACE

2) Skills: Students at the end of this module should be able to:
- have an in-depth understanding of CE and sustainability enablers
- have the ability to question, justify, designate and communicate mechanisms in a circular business model
- have the ability to reflect on the laison between circularity and the management of natural resources as well as between CE and environmental resource managment (ERM)
- have an in-depth understanding of SDGs and be able to relate the transition toward a CE's contribution to SDGs
- compare the linear economy to the circular economy
- use methodologies and tools for a resource plan template for a given industry
- describe and communicate any given agenda of PACE

3) Responsibility and autonomy: students at the end of this module should be able to perform the following tasks:
- to forecast and allocate available resources in any given industry using any given resource management planning tool and methodology
- fill out the stages in CE template of any given industry or business
- draw or design a circularity plan/scheme for given industries
- classify measures used by governments in the managment of natural resources
- manage a circular project in any given industry or company with little or no supervision

Module Description/Syllabus

Learning Content

* Definition and History of Circular Economy Concepts

* Principles of CE:
- Designing out/ Eliminating waste and pollution
- Keeping products and materials in use
- Regenating natural systems
* Circular Economy and Sustainability
- Introduction to sustainability - the three dimensions
- Framework for measuring sustainability goals
- Analysis of sustainability initiatives being employed by some recognisable companies
- Analysis of how circularity enables sustainability

* Circular Economy Standards
- Definition, benefits and examples of standardisation bodies (DIN, ISO, BIS, BSI, etc)
- Feedback from companies that used standard CE guidelines/approaches

* Circular Business Models:
- Enabling factors (internal and external) and strategies
- Examples, categories and benefits of transitioning to a circular business model
* Digital Circular Economy: - meaning, innovation framework, tools and platforms
- systematic analysis of steps and benefits

* Circularity in Selected Industries (like Construction and Demolition, food production)
* Circularity and Management of Natural Resources: Use of fiscal and non-fiscal measures by governments

* Environmental Resource Management: Insight to ERM organisations, institutes and foundation

* Resource Management Methodologies and tools:
- definition of resource management
- Methodologies: resource forecasting & planning, allocation, leveling & smoothing & scheduling
- Tools: (softwares) Wrike, Float, Forecast, Smart, Smartsheet, Mavenlink, Harvest, Ganttic, etc

* Platform for accelerating CE (PACE):
- establishment
- goals
- partners
- projects and action agendas

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	2. semester		
Assessment method(s)	Seminar paper. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	Berg, H. et al: Digital Circular Economy - a cornerstone of a sustainable European industry transformation, ECERA (2020)		
	Lehmann, M., Leeuw, B., Fehr, E. & Wong, A.: Circular Economy. Improving the management of natural resources, SATW (2014)		
	Stahel, W. R.: The Circular Economy. A User's Guide, Routledge (2019)		
	Kowsyzk, Z. & Maher, R.: Case studies on CE models and integration of SDGs in business strategies in the EU and LAC, EU-LAC Foundation (2018)		
	Recommended internet sites for current information on the CE and its acceleration: https://pacecircular.org/, https://www.oecd-ilibrary.org/oecd/about		
Additional (module) information			
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Module Description/Syllabus

Module	**Social Entrepreneurship and Impact (Project Work)**			
Course Title	Social Entrepreneurship and Impact (Project Work)		Overall grade weighting (in %) 4,5	
Course of Studies	Social Entrepreneurship for Sustainable Development			
Examination No. (SuP)	20500/100791		**valid SER** 20231	
Mode of Study	☒ full-time	☐ part-time		
Study Cycle	○ Bachelor	◉ Master		
Frequency	◉ winter term	○ summer term	○ each semester	
Language Competence Level and Course code SAP ☐				
Language of instruction	☒ English	☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**			
Typ of course	◉ compulsory	○ optional	◉ in the ○ from the	2nd semester
Mode of delivery	Classroom / E-Learning / Live Online Teaching			
Responsible for the module	Prof. Dr. Antje Wild			
Teaching Methods	Lectures, group work, case studies, blended learning, project based learning			
Work parameters	**self-studies (hours)** 105	**contact time (hours)** 45	**total (hours)** 150	
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 04	
Use for other studies	The learnings from the course can be applied to other classes on entrepreneurship. In addition, the data collection skills can be applied to other research projects.			

Prerequisites and co-requisites (if applicable)

Course participants are expected to have completed the module on qualitative and quantitative research methods

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

This course covers two main topics: Social entrepreneurship and impact. It aims to equip graduates with the skills and knowledge to successfully create social enterprises and evaluate the impact of their activities.

After successfully completing the course, participants will be able to:
Social Entrepreneurship
- understand social entrepreneurship and its potential to address some of the world's greatest challenges.
- develop their own entrepreneurial ideas that can address social problems, based on rigorous data collection and evaluation.
- apply concepts from the lean start-up movement to social enterprises.
- differentiate between relevant business models for social enterprises and evaluate which ones are the most appropriate ones for a specific idea.
- evaluate case studies from social enterprises and transfer the relevant knowledge to other projects.

Impact
- explain why it is important to measure the impact of a social enterprise and understand what the shortcomings of the traditional "monitoring and evaluation" mindset are.
- create a theory of change for a social enterprise.
- measure impact using a variety of different tools, including qualitative and quantitative methods.
- decide about possible steps that should be taken to collect data for an impact analysis and identify appropriate technologies to do so.
- present findings from an impact analyses and develop suitable recommendations.
- evaluate case studies from successful social enterprises that have rigorously evaluated the impact of their activities. Draw conclusions for other projects based on the results.

Module Description/Syllabus

Learning Content

Many of us are driven by the desire to make the world (at least a little bit) better. However, in daily live, we are phased with many challenging questions, if we want to achieve this goal.

How do I know that my activities really have a positive impact?
How can I make sure that they will lead to lasting change?
How can I finance my projects without constantly being dependent on donations?
How can we constantly get better at serving our communities?
This course addresses these questions and many more, by adressing the following topics (among others):

Social Entrepreneurship
- what is a social enterprise?
- what are potential business models for social enterprises?
- what is the lean start-up approach and how can I apply it to social enterprises?
- what are typical challenges and mistakes when creating social enterprises?
- what are successful social enterprises and what can we learn from their success?

Impact
- why does measuring impact matter?
- what is a theory of change?
- how can organizations measure their impact?
- what are lean and suitable ways to collect data?
- how can data be analyzed? What are potential pitfalls and challenges?
- how can I develop recommendations based on data and develop a continuous learning cycle?
- what are case studies of organizations that are already successfully measuring their impact and acting on it?

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	2. semester		
Assessment method(s)	Seminar paper and presentation. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	Mac Askill, W.: Doing Good Better (2015)		
	Specific case studies and further readings will be discussed during the course.		
Additional (module) information			
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Module Description/Syllabus

Module	**Business Model Generation for Social Businesses (Project Work)**			
Course Title	Business Model Generation for Social Businesses (Project Work)		Overall grade weighting (in %) 4,5	
Course of Studies	Social Entrepreneurship for Sustainable Development			
Examination No. (SuP)	20600/100792		**valid SER** 20231	
Mode of Study	☒ full-time	☐ part-time		
Study Cycle	○ Bachelor	◉ Master		
Frequency	◉ winter term	○ summer term	○ each semester	
Language Competence Level and Course code SAP ☐				
Language of instruction	☒ English	☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**			
Typ of course	◉ compulsory	○ optional	◉ in the	○ from the 2nd semester
Mode of delivery	Classroom / E-Learning / Innovation lab work			
Responsible for the module	Prof. Dr. Thomas Bayer			
Teaching Methods	Lecture input, discussions, group work, group presentations Guest presentations from industry Individual and group coaching			
Work parameters	**self-studies (hours)** 105	**contact time (hours)** 45	**total (hours)** 150	
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 04	
Use for other studies				

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

professional skills: basic business understanding, technical understanding
methodical skills: analytical, conceptual, work organization, time management, problem solving
social skills: intercultural, communication, consensus finding, teaming
personal skills: openness, adaptability, endurance, individual responsibility, decision-making, creativity, goal orientation

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

The students
- understand what business models are
- can classify business models by applying selected categorization schemes
- understand the complexity of social business models
- can analyse real world problem situations as a prerequisite for developing social business models
- understand which major processes and tools exist for the creation of social business models
- know how to apply selected tools and processes for the development of own social business models
- test own social business models with real world customers and benefieciaries
- reflect and discuss own social business model ideas with real world social entrepreneurs
- present and defend own social business model concepts before a jury
- document own social business models in a structured business report

Module Description/Syllabus

Learning Content

1. Business models and some examples
2. Strategic aspects of business models
3. General business model categories
4. Business models for social enterprises
5. Social enterprise business model categories
6. Approaches, processes and tools to generate business models
7. Business Model Canvas
8. Business Model Canvas for Social Enterprises
9. Value Proposition Canvas
10. Creating and evaluating own social business models

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	2. semester		
Assessment method(s)	Business model report and presentation. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	Osterwalder A., Pigneur Y.: Business Model Generation. A Handbook for Visionaries, Game Changers and Challengers, Wiley (2010)		
	Portales L.: Social Innovation and Social Entrepreneurship, Palgrave Macmillan (2019)		
	Osterwalder A., Pigneur Y., Bernarda G., Smith A., Papadakos T.: Value Proposition Design. How To Create Products And Services Customers Want, Wiley (2014)		
	Sparviero S.: The Case for a Socially Oriented Business Model Canvas: The Social Enterprise Model Canvas, Journal of Social Entrepreneurship, 10:2, 232-251 (2019)		
	The Boston Consulting Group & Yunus Social Business (Hrsg.) The Power of Social Business. Lessons from Corporate Engagement with Grameen (2013)		
Additional (module) information			
Document Version	2	**Document Date**	21.11.2023
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Module Description/Syllabus

Module	**Post-Development and Alternatives to Development**			
Course Title	Post-Development and Alternatives to Development		Overall grade weighting (in %) 4,5	
Course of Studies	Social Entrepreneurship for Sustainable Development			
Examination No. (SuP)	30100/100793		**valid SER** 20231	
Mode of Study	☒ full-time	☐ part-time		
Study Cycle	○ Bachelor	◉ Master		
Frequency	○ winter term	◉ summer term	○ each semester	
Language Competence Level and Course code SAP ☐				
Language of instruction	☒ English	☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**			
Typ of course	◉ compulsory	○ optional	◉ in the	○ from the 3rd semester
Mode of delivery	Classroom / E-Learning / Live Online Teaching			
Responsible for the module	Prof. Dr. Thomas Bayer			
Teaching Methods	Input lectures, reading materials (face to face and digital) Student presentations Group work and discussions			
Work parameters	**self-studies (hours)** 115	**contact time (hours)** 35	**total (hours)** 150	
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 03	
Use for other studies				

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

professional skills: basic business understanding, technical understanding
methodical skills: analytical, conceptual, work organization, time management, problem solving
social skills: intercultural, communication, consensus finding, teaming
personal skills: openness, adaptability, endurance, individual responsibility, decision-making, creativity, goal orientation

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

The students
- learn to critically question classical economic development concepts
- learn to assess the role of economic growth
- get to know alternatives to "classical" development concepts
- can evaluate these with regard to their possible integration into concrete concepts and projects of international economic cooperation

Module Description/Syllabus

Learning Content

- Origins of post-development
- The concept of „discourse“
- Economization and criticism of economic indicators
- Alternative wellbeing indicators
- Criticism of aid and development cooperation
- Role of power and political systems
- Alternatives to development
- Integration of post-development concepts in international cooperation
- Criticism of post-development
- Climate justice
- The materiality of ideas
- Systems thinking
- Post-colonialism
- Environment and society

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	3. semester		
Assessment method(s)	Seminar paper. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	Raworth, K.: Doughnut economics (2018)		
	Göpel, M.: The Great Mindshift: How a New Economic Paradigm and Sustainability Transformations go Hand in Hand (Vol. 2), SpringerOpen (2016)		
	Meadows, D. H., Meadows, D. L., Randers, J., & Behrens III, W. W.: The Limits to Growth: A Report for the Club of Rome's Project on the Predicament of Mankind. Universe Books (1972) https://www.clubofrome.org/publication/the-limits-to-growth/		
	Jackson, T.: Post Growth. Life after Capitalism,. Polity Press (2021)		
	Herrington, G.: Five Insights for Avoiding Global Collapse: What a 50-Year-Old Model of the World Taught Me About a Way Forward for Us Today, MDPI, Page Range (2022)		
	Sande Lie, J. H. Post-Development Theory and the Discourse-Agency Conundrum. Social Analysis, 52(3), 118-137 (2008) https://doi.org/10.3167/sa.2008.520306 Ward, J. D., Sutton, P. C., Werner, A. D., Costanza, R., Mohr, S. H., & Simmons, C. T.: Is Decoupling GDP Growth from Environmental Impact Possible? PLoS ONE, 11(10) (2016) https://doi.org/doi:10.1371/journal.pone.0164733 A detailed reading list will be provided in the course syllabus.		
Additional (module) information			
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Module Description/Syllabus

Module	**Sustainable Supply Chain Management**			
Course Title	Sustainable Supply Chain Management			Overall grade weighting (in %) 4,5
Course of Studies	Social Entrepreneurship for Sustainable Development			
Examination No. (SuP)	30200/100794		**valid SER** 20231	
Mode of Study	☒ full-time	☐ part-time		
Study Cycle	○ Bachelor	◉ Master		
Frequency	○ winter term	◉ summer term	○ each semester	
Language Competence Level and Course code SAP ☐				
Language of instruction	☒ English	☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**			
Typ of course	◉ compulsory	○ optional	◉ in the	○ from the 3rd semester
Mode of delivery	Lecture			
Responsible for the module	Prof. Dr. Carsten Prenzler			
Teaching Methods	Lectures and Tutorials Students Presentations			
Work parameters	**self-studies (hours)** 115	**contact time (hours)** 35	**total (hours)** 150	
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 03	
Use for other studies	N/A			

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

none

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

After participating in this module, participants will have gained knowledge about different concepts in sustainable supply chains and received the knowledge to apply decision support in this field. Furthermore, this course will shape students' opinion on sustainability issues and provide them with the bigger picture on causes and effects of global supply chain management. Through the presentations, students further improve their presentation skills.

Module Description/Syllabus

Learning Content

1. The need for Sustainable Supply Chain Management
2. Understanding and Definition of Logistics and Supply Chain Management
3. Bullwhip-effect and principles in Supply Chain Management
4. The "triple-bottom-line" of Sustainability in Supply Chains
3.1 Environmental impact: Carbon Footprinting of Supply Chains
3.2 Social impact: Supply Chain Regulation Acts
3.3 Economic impact: Resource Efficiency and Circular Economy
5. Strategy Formulation and Organization of Sustainable Supply Chains
6. Upstream Supply Chain: Sustainable Sourcing Concepts
5.1 Sustainable Sourcing Strategies
5.2 Sustainable Supplier Management
5.3 Sustainable Transportation Modes
7. Downstream Supply Chain: Sustainable Logistics & Distribution Concepts
6.1 Sustainable Warehousing & Packaging
6.2 Sustainable Distribution Network Design
6.3 Sustainable Last-Mile Deliveries
8. Closed-loop Supply Chains Concepts
9. Students Presentation: "Best practices" in Sustainable Supply Chain Management

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	3. semester		
Assessment method(s)	Written exam. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	Christopher, M.: Logistics & Supply Chain Management, 4th edition, Prentice Hill (2011)		
	Cachon, G., Terwiesch, C.: Matching Supply with Demand, 3rd edition, McGraw-Hill (2011)		
	Grant, D.B., Trautrims, A., Wong, C.Y. (Eds.): Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management, 2nd edition		
	Piecyk, M., Browne, M., Whiteing, A., & McKinnon, A. (Eds.).: Green logistics: Improving the environmental sustainability of logistics, Kogan Page (2015)		
	Detailed literature for every lecture will then be provided in the syllabus.		
Additional (module) information			
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Module Description/Syllabus

Module	**Innovation Project Lab (Project Work)**			
Course Title	Innovation Project Lab (Project Work)		Overall grade weighting (in %) 4,5	
Course of Studies	Social Entrepreneurship for Sustainable Development			
Examination No. (SuP)	30300/100795		**valid SER** 20231	
Mode of Study	☒ full-time	☐ part-time		
Study Cycle	○ Bachelor	◉ Master		
Frequency	○ winter term	◉ summer term	○ each semester	
Language Competence Level and Course code SAP ☐				
Language of instruction	☒ English	☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**			
Typ of course	◉ compulsory	○ optional	◉ in the	○ from the 3rd semester
Mode of delivery	Classroom / E-Learning / Innovation lab work			
Responsible for the module	Prof. Dr. Thomas Bayer			
Teaching Methods	Lecture input, discussions, group work, group presentations Guest presentations from industry and challenge stakeholders			
Work parameters	**self-studies (hours)** 105	**contact time (hours)** 45	**total (hours)** 150	
Number of participants min./max.	10 / 30	**ECTS-Points** 05	**Hours per semester week** 04	
Use for other studies				

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

professional skills: basic business understanding, technical understanding
methodical skills: analytical, conceptual, work organization, time management, problem solving
social skills: intercultural, communication, consensus finding, teaming
personal skills: openness, adaptability, endurance, individual responsibility, decision-making, creativity, goal orientation

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

The students
- will develop, document and test with real world customers an own social innovation
- will develop, document and test with real world customers for this innovation a complete business model
- will develop, document and test with real world customers for this innovation a complete impact plan
- will develop, document and test with real world stakeholders a complete implementation project plan for their social business
- will write a complete business plan for their social innovation, business model and impact plan, that suffices the official business plan criteria of German public funding organizations for (social) startup support (e.g. EXIST)
- present and defend their innovation, business & impact model and business plan at least 2 times in front of an expert jury
- will thereby learn how solid business, finance, impact and implementation plans for a startup are developed
- will thereby directly apply and integrate learnings, tools and experiences from at least 4 to 6 previous modules of this master programme
- will develop all necessary prerequisites for the implementation of a real world social business

Module Description/Syllabus

Learning Content

1. Business plan basics - structural elements, official requirements, usage
2. Innovation challenge (understanding, ideation, prototyping, testing)
3. Business model development
4. Impact model development
5. Business plan development:
Executive Summary
Business idea and business model
Vision, mission and strategic goals
Product/service description
Impact description and plan
Market and competition description
Marketing and sales plan
Production and logistics plan
Finance and investment plan
6. Implementation project plan development
7. Presenting and defending innovation, business, impact and implementation plans

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	3. semester		
Assessment method(s)	Business plan report and presentation. For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	Barrow, C.J.: The Business Plan Workbook, Kogan Page (2012)		
	Sawyer, T.Y.: Financial Modeling for Business Owners and Entrepreneurs, Apress (2015)		
	Schwentje, G., Vaseghi, S.: The Business Plan, Springer (2007)		
Additional (module) information			
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Module Description/Syllabus

Module	**Master Thesis**		
Course Title	Master Thesis		Overall grade weighting (in %) 4,5
Course of Studies	Social Entrepreneurship for Sustainable Development		
Examination No. (SuP)	90100/100796 and 90100/100797	**valid SER** 20231	
Mode of Study	☒ full-time ☐ part-time		
Study Cycle	○ Bachelor ◉ Master		
Frequency	○ winter term ◉ summer term ○ each semester		
Language Competence Level and Course code SAP ☐			
Language of instruction	☒ English ☐ German	**Duration**	1 semester
Lecturer/s	**See Course Catalogue**		
Typ of course	◉ compulsory ○ optional	◉ in the ○ from the	3rd semester
Mode of delivery	Seminar classes, face-to-face coaching		
Responsible for the module	Prof. Dr. Thomas Bayer		
Teaching Methods	Methodology input, discussions, research		
Work parameters	**self-studies (hours)** 425	**contact time (hours)** 25	**total (hours)** 450
Number of participants min./max.	10 / 30	**ECTS-Points** 15	**Hours per semester week** 01
Use for other studies			

Module Description/Syllabus

Prerequisites and co-requisites (if applicable)

professional: English in writing and speech, business understanding
methodical: analysis ability, conceptual skills, organizing skills, tool skills
social: communication skills
personal: adaptability, endurance, responsibility, creativity, goal orientation

Learning Outcome (1) Knowledge, (2) Skills, (3) Responsibility and autonomy

the students
- combine several research methods they have learned and applied in the programme seminars
- will know how to describe their research field
- will develop their own research strategy
- are able to define their research design, including methodologies, approaches and quality criteria
- will write their thesis in a publishable way
- are able to organize themselves
- are able to learn digital skills using state-of-the-art research software
- can motivate themselves
- can reflect on and improve their working results and quality
- are able to give feedback and learn from feedback given to them
- will learn how to organize a paper writing process
- exchange views and experiences with relevant stakeholders within and outside the university

Learning Content

theory:
- introduction to good scientific practice and theories
- approaches on how to describe a research field and define a research strategy
- repetition on research seminars of the programme
- possible research strategies
- introduction into good scientic presentation
- how to give and receive feedback

practice:
- define a research field
- define the research topic and state of the art
- define the research gab and objective
- define the research questions
- define the research methodology and research methods
- define the quality criteria
- conduct the research
- create research results
- develop a thesis outline
- write the thesis / paper
- prepare the presentation goals, structure and target audience requirements
- prepare the presentation content
- hold the presentation

Module Description/Syllabus

Semester, in which the student has to be mandatorily registered for the first attempt of examination	3. semester		
Assessment method(s)	Examination: thesis (weight 14 ECTS), presentation (weight 1 ECTS) For further details see course catalogue and study and examination regulations.		
Recommended or required reading and other learning resources/tools	will be provided and agreed upon depending on the thesis topic		
Additional (module) information			
Document Version	2	**Document Date**	21.11.2023
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