Hochschule für
Wirtschaft und Recht Berlin
Berlin School of Economics and Law

Fachbereich Polizei und Sicherheitsmanagement

Module Handbook

M.A. in International Security Management

April 2025

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Table of Contents

Module 1: Research and Methodology

Responsible Academic
Prof. Dr. Hartmut Aden / Prof. Dr. Janine Neuhaus / Prof. Dr. Juergen Weichselgartner

Workload	ECTS-Credits	Semester	Length of Module
240 hours 45 hours class contact time, 195 hours self-study time	8	1st semester 2nd semester 3rd / 4th semester	3 / 4 semesters

Structure of the Module		
No.	Section	Class Contact Time
1	Research Seminar I (Qualitative, Quantitative and Comparative Methods of Data Gathering and Analysis)	1 SWS
2	Research Seminar II (Research Design and Proposal)	1 SWS
3	Research Seminar III (Thesis Colloquium)	2 SWS

Module Description
This module focuses on research theory as well as research skills. It is taught over the span of three semesters. Each section of the module addresses a different stage of research and research methodology in theory and practice. Students develop skills in research methodology and are trained to design their own research. In the final section of this module, students receive support and feedback on research conducted for their Master's thesis in order to support them during the thesis' writing phase.
Module Aims
This module aims to: • help students develop a critical and analytical understanding of theoretical and empirical approaches used in scholarly research. • enhance students' critical understanding of research methodology. • enhance students' research skills and use of a wide range of primary and secondary academic sources. • strengthen students' skills in qualitative, quantitative and comparative research and in academic writing.
Learning Outcomes/Competences/Skills
Upon successful completion of the three semesters, students will be able to: • determine the appropriate tools for effective studying at a Master's degree level. • prepare a research proposal for a Master's thesis. • present academic work in an appropriate format and style at postgraduate level. • communicate methodology and conclusions effectively for an academic audience. • conduct an academic literature review. • strengthen their social competencies through group assignments, team work and peer feedback.

Content
Section 1: Research Seminar I (Qualitative, Quantitative and Comparative Methods of Data Gathering and Analysis) In this first section of the module, students strengthen their key skills in order to undertake research designs that meets scientific standards. Students develop an understanding of sampling as well as quantitative and qualitative design. Students from various disciplinary backgrounds reach a comparable level of research skills. Content: • Analysis and evaluation of theoretical and empirical research findings from scholars in the broad field of security • Scholarly standards for research design (validity, replicability, reliability, representativeness) and their specific meaning in qualitative and quantitative research • Methods of qualitative and comparative research • Methods of quantitative research • Legal research methods • Specific research methods related to security studies
Section 2: Research Seminar II (Research Design and Proposal) In this part of the module, students learn how to apply research methodology to their own work. Students continue to develop their research skills, in particular the practical application of academic principles. The module prepares students for writing their Master's thesis in accordance with academic methodology. Using their research design skills, students learn to develop state of the art research proposals, which can serve as a basic proposal for their Master's thesis. Content: • Evaluation criteria for research designs • Methodology of research proposals • Preparation of a research proposal for a Master's thesis
Section 3: Research Seminar III (Thesis Colloquium) In the final phase of the module, students reflect on their Master's thesis topic as well as on the research question, approach, methods, and the intermediate results and progress. They receive feedback from their fellow students and supervising professors. Students are able to discuss different research approaches and methods, and their respective relevance regarding different topics. Content: • Presentation of the preliminary research design related to a Master's thesis • Academic reasoning (i.e. think logically, evaluate evidence, identify assumptions, analyse arguments) and peer editing

Prerequisites for Attending
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Teaching Language
English

Examination
Achievement tests (including oral and written contributions), not graded: Research proposal to be handed in for section 2
Spanning over the entire M.A., this module is examined through active participation. Students have to attend class and prove their ability to interpret and reflect on the study material. Their progress and understanding of lectures are actively monitored through discussion, which provides lecturers the opportunity to give feedback and adjust if necessary. The principles of research and methodology are further examined through written contributions, asking students to apply the high standards of scientific work. Not only the written contributions in this module, but also the scientific papers developed in other modules have to comply with the standards set in module 1.

Module 2: International and Global Security Challenges

Responsible Academic
Prof. Dr. Anna Daun / Prof: Dr. Mischa Hansel / Prof. Dr. Markus Schultze-Kraft

Workload	ECTS-Credits	Semester	Length of Module
180 hours (34,75 hours class contact time, 145,25 hours self-study time)	6	1st semester	1 semester

Structure of the Module		
No.	Section	Class Contact Time
1	International Security Challenges	1 SWS
2	Global Security Transformations	1 SWS
3	Regional Security Governance	1 SWS

Module Description
This module deals in comprehensive and multi-scalar fashion with contemporary international security challenges, global security transformations and regional security governance. In the first section, students learn to understand the essential characteristics of the international system. They become familiar with the most important schools of thought in the sub-discipline of International Relations. Such theoretical background helps them analyse different security challenges and threat scenarios in an international environment. The section on global security transformation focuses on far-reaching technological and social change processes. Students learn to empirically assess the scope and intensity of these changes and systematically derive implications for policy instruments and strategies within an ever more complex security environment. Regarding regional security governance, the module focuses on distinct emerging approaches to, and patterns of, security governance in regions across the global South. Working with cases drawn from African, Latin American and Caribbean as well as Southeast Asian contexts, students learn to elucidate and act upon the challenges, constraints and possibilities of regional security governance in an increasingly complex world of regions.

Module Aims

Section 1 aims to:

- convey an overview of the three "classical" approaches of International Relations theory.
- provide in-depth insights into the essential characteristics of the international system and the critical importance of security.
- cultivate the use of theory for the analysis of international security challenges.

Section 2 aims to:

- develop skills to empirically describe and assess the reach and intensity of major technological and social change processes.
- improve students' ability to evaluate and anticipate disruptive effects on issues of key concern to global security policy making, including violent conflicts, transnational organised crime, environmental security or electoral interference.
- facilitate a deeper understanding of how these changes require new types of cooperative arrangements to enable effective crisis management and to secure reliable policy and business environments.

Section 3 aims to:

- develop an analytical and critical understanding of security and its governance at the regional level in a complex and fast-changing international and global security environment.

- develop a nuanced understanding of distinct approaches to, and patterns of, regional security governance in regions across the global South (Latin America and the Caribbean, North and Sub-Saharan Africa, South and South-East Asia).
- develop a comprehensive understanding of relevant security governance actors, institutions, mechanisms and processes in a world of regions.
- develop a critical understanding of the challenges, constraints and possibilities of regional security governance.
- enhance a granular understanding and in-depth knowledge of select cases of regional security governance.

Learning Outcomes/Competences/Skills

By the end of this module, students will be able to:
- analyse topics of security and its governance at the international, global and regional levels in a complex and fast-changing security environment using relevant concepts and theories.
- identify and assess major technological and social trends as well as their implications on global security policy making.
- recognise and effectively communicate the need to complement existing policy instruments with new cooperative arrangements in order to cope with disruptive effects.
- critically reflect on practical challenges of dealing with multiple stakeholders and fostering constant adaptation to highly dynamic security environments.
- identify and critically interrogate distinct approaches to, and patterns of, regional security governance in regions across the global South.
- recognise relevant security governance actors, institutions, mechanisms and processes in a world of regions.
- determine the challenges, constraints and possibilities of regional security governance and how they can be addressed and acted upon.
- produce in-depth analyses of select cases of regional security governance.

Content

Section 1: International Security Challenges

In this section, students learn to analyse security issues from the perspective of International Relations theory. They:
- distinguish research foci and propositions of different schools of thought in International Relations (Realism, Liberalism, Constructivism).
- understand and operationalise key terms and variables of each theory (power, institutions, perception).
- apply theories for the analysis of contemporary security challenges.

Section 2: Global Security Transformations

This section focusses on major technological and social change processes with global ramifications. More specifically, it focuses on
- the reach and intensity of globalisation, digitalisation and privatisation trends within various security policy environments.
- disruptive effects on business operations, crisis management or international norm building.
- the capacities and decision calculus of new global security policy makers such as tech companies or internet platforms.
- adaptation needs and ways of integrating new stakeholders within more integrative and complex cooperation arrangements.

Section 3: Regional Security Governance

In this section students work on:
- security and its governance at the regional level in a complex and fast-changing international and global security environment.
- distinct perspectives on security and its governance at regional level, esp. across the global South.
- extant regional security governance actors, institutions, mechanisms and processes.
- challenges, constraints and possibilities of regional security governance.

• cases of regional security governance, e.g. in the context of the African Union (AU), Economic Community of West African States (ECOWAS), Union of South American Nations (UNASUR), Caribbean Community (CARICOM), Association of Southeast Asian Nations (ASEAN).
Prerequisites for Attending
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Teaching Language
English
Examination
Written assignment

Module 3: Risk Management and Security Regulation

Responsible Academic
Prof. Dr. Hartmut Aden / Prof. Dr. Wim Nettelnstroth / Prof. Dr. Juergen Weichselgartner

Workload	ECTS-Credits	Semester	Length of Module
180 hours (45 hours class contact time, 135 hours self-study time)	6	1st semester	1 semester

Structure of the Module		
No.	Section	Class Contact Time
1	International Risk Management	1,5 SWS
2	International and European Security Regulation	1,5 SWS
3	International Leadership	1 SWS

Module Description
In Section 1, this module introduces key terminology and concepts in risk management and then covers the practice of risk management. It supports students in developing a comprehensive understanding of the importance, difficulties, and possibilities of risk management in an international context. In particular, students are introduced to the current thinking on assessment, management, and governance.
In Section 2, the module covers the most relevant aspects of European and international law in the context of security and risk regulation.
Section 3 focuses on the personality of a leader, trying to understand the interacting forces between leadership and organisational structures.

Module Aims

Section 1 aims to:
- gain understanding of the importance, problems, and limitations of risk management processes in an international context.
- develop advanced skills in identifying and assessing risks.
- gain understanding of the various processes of risk management.
- obtain competence with regard to risk governance.
- obtain competence with respect to analysing legal remedies against human rights violations and their limitations (national, European, international).

Section 2 aims to:
- develop skills in understanding and analysing legal sources that are relevant for International Security Management: hard law v. soft law, Treaties, court judgments, among others.
- gain understanding of the opportunities and limitations of international and European risk regulation.
- understand the relevance of law for international security management at European and global level: Public international law; International Organisations (including the UN System) and Treaties.
- develop a critical understanding of the international and European legal, humanitarian and human rights principles relevant for International Security Management.
- develop a critical understanding of the regulatory framework for public and private security by examining European and international regulatory developments in multilevel systems.
- enhance critical understanding of regulatory limits within a contemporary, fast-moving and geopolitical context.
- obtain competence with respect to analysing legal remedies and their limitations (national, European, international).

Section 3 aims to:
• develop a critical and analytic understanding of leadership, the importance of personality of a leader but also of the interaction between leadership and organisational structures.   • strengthen the skills to create a plan and implement change management.

Learning Outcomes/Competences/Skills
By the end of this module, students will be able to: • demonstrate critical knowledge of the various contexts and spatial levels in which risk management is legally framed.   • explain and summarise basic terms and concepts in a non-technical manner.   • demonstrate a systematic understanding of relevant risk assessment approaches and methodologies.   • understand relevant challenges involved in linking risk theory and real-world risk management practice.   • demonstrate critical understanding of the importance of various actors involved in the process of risk assessment, management and governance.   • analyse legal documents with relevance for risk and security management.   • demonstrate a critical knowledge and understanding of the fundamental doctrines, theories, key elements, general principles and institutions which underpin the regulation of international security.   • demonstrate a critical knowledge and understanding of legal concepts, values, general principles, rules, and terminology relevant to public and private security.   • be aware of the importance of personality in a leader, but also understand the interaction between the type of organisation and leadership characteristics to produce "positive" effects.

Content

Section 1: International Risk Management
By exploring both theoretical approaches and applied concepts, students examine core processes of risk management. The section is designed to impart relevant risk management processes, i.e. identifying, analysing, assessing, and managing risks from a global perspective. Specifically, it focuses on terminology (e.g. hazard, risk, vulnerability, resilience) and concepts (e.g. risk assessment, management and governance) of international relevance.

Section 2: International and European Security Regulation
In this part of the module, students examine the roles of law and private standard setting in an international context as well as the differences between hard and soft law. This includes understanding the opportunities and limitations of European and international regulation and standard setting. Students learn how the European Union functions as a transnational legal actor and sometimes as a pacesetter for international cooperation. They further examine multi-stakeholder regulatory organisations and their attempts to legally frame the work of private (military and) security companies in an international context.

Section 3: International Leadership
• Theories of leadership – what makes a good leader?   • Leadership failures and their impact in the security sector   o Toxic leadership (personality and mental disorder)   • Leadership and organisational structures: change management (and dealing with resistance to change).

Prerequisites for Attending
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Teaching Language
English

Examination
Oral examination

Module 4: Ethics and Normative Approaches in International Security Management

Responsible Academic
Dr. Raphael Bossong / Dr. Johannes Thumfart

Workload	ECTS-Credits	Semester	Length of Module
150 hours (22,5 hours class contact time, 127,5 hours self-study time)	5	1st semester	1 semester

Structure of the Module		
No.	Section	Class Contact Time
1	Applied Ethics for International Security Management	1 SWS
2	Normative Approaches to International Security	1 SWS

Module Description
This module reflects on the ethical and normative dimensions of international security management. One section starts from a philosophical viewpoint. Students gain knowledge about the main approaches in ethical theory and are invited to consider controversial issues in the field of security management from a moral perspective. The other section deals with international security in light of different normative or critical perspectives derived from political or social sciences (so-called "critical security studies"). Taken together, the module evaluates cooperative and emancipative approaches for the production and maintenance of security at different scales and levels of analysis.

Module Aims

Section 1 aims to:
- offer students an advanced overview of philosophical theories relevant to security management issues.
- develop and test students' ability to apply philosophical perspectives to practical case studies and controversial issues in order to find solutions.

Section 2 aims to:
- engage with varying academic perspectives on the definition of security and significance of norms in international security.
- develop a critical understanding of the relations between power and security and to discern underlying normative assumptions when analysing varying international security issues.
- help students to develop implications of these critical perspectives for the professional implementation of security policies.

Learning Outcomes/Competences/Skills

By the end of this module, students will be able to:
- map contrasting understandings or concepts of security.
- demonstrate their familiarity with critical security studies.
- identify and demonstrate their understanding of diverse ethical theories.
- link arguments over how to advance security to different values, goals and purposes.
- deduce practical implications from critical theoretical debates for international security management.
- demonstrate practical ethical reasoning in a security management context.

Content
Section 1: Applied Ethics for International Security Management   • Virtue ethics (Aristotle)   • Principles and rights (Kantian ethics)   • Utilitarian ethics (Bentham, Mill, Sidgwick)   • Ethical particularism (Dancy)   • Case studies analysing controversial issues and looking for answers and solutions from a philosophical perspective, practicing ethical reasoning   **Section 2: Normative Approaches to International Security**   • The role of norms in international relations theory   • Securitisation theory and security dissections   • Feminist and post-colonial perspectives and their relevance to security   • Critical security studies
Prerequisites for Attending
-
Teaching Language
English
Examination
Written assignment
Students demonstrate their understanding and application of the taught ethical theories and critical approaches to security in an extended analytical essay. In the paper, students apply their critical thinking and ethical reasoning to specific empirical issues of their own choosing. This long paper serves also as an important exercise for students to develop and communicate their arguments and own reflection in a structured manner as well as in line with academic standards. Students will receive feedback on these crosscutting competences.

Module 5: Information Security, Cybersecurity and Data Protection

Responsible Academic
Prof. Dr. Jan Roggenkamp

Workload	ECTS-Credits	Semester	Length of Module
180 hours (45 hours class contact time, 135 hours self-study time)	6	1st semester	1 semester

Structure of the Module		
No.	Section	Class Contact Time
1	Information & Cybersecurity	2 SWS
2	Legal Background and Data Protection	1 SWS
3	Information Security Management	1 SWS

Module Description

Information is crucial in knowledge-based societies. Knowledge creation and technological development are the most substantial prerequisites for welfare, and worldwide information sharing facilitates intercultural exchange and international cooperation. However, information and knowledge are also vulnerable. In international politics, states might steal information to gain advantages in international power competition, or misuse information to manipulate political opponents and foreign publics. In the economic sector, companies may be deprived of valuable knowledge, trade secrets, and inventions they heavily invested in. Furthermore, corporate information and information infrastructure can be damaged or blocked for ransom or sabotage purposes. It is thus often necessary to protect valuable knowledge and critical information infrastructure for various corporate, private and political security reasons.

In the sub-module Information and Cybersecurity, students work out the basics of information security, IT security and cybersecurity. A particular focus lies on the concepts behind the basic terms including their interpretation and components. Students identify the various players in providing and ensuring information, IT and cybersecurity and discuss their roles. Typical and emerging threats to information and IT security in companies or authorities are explained (e.g. hacking, DDoS-Attacks, ransomware, advanced disinformation campaigns, supply chain compromise of software dependencies). Possible counter and preventive measures are discussed (including legal and technical limitations, e.g. use of AI, CCTV). A special focus is placed on threats, which exploit human vulnerabilities (so-called social engineering) and the role of awareness creation or management. Known (and less known) information and IT security incidents (e.g. WannaCry) are dealt with using "worst case" scenarios.

The sub-module Data Protection and Legal Background covers the basics of data protection and IT security law in particular. One focus of the course is data protection and data protection law. Students are given an introduction to the main features of the European Union's General Data Protection Regulation with a special focus on incident management (e.g. in case of a data breach). This is regarded in comparison with the regulations of selected other countries (e.g. US and India). In addition, an overview of EU-wide legislation in the area of cybersecurity (in particular the NIS2 Directive) is presented.

The sub-module Information Security Management focuses on the technical implementation of security controls as well as the fundamentals of cybersecurity engineering. This includes a systematic approach to access controls, crypto-graphical techniques, electronic signature, and cloud computing. Finally, students are given an introduction to information security management systems (ISMS) and their respective international standards.

Module Aims
This module aims to: • develop and deepen students' understanding of the role of information for security management and in knowledge-based societies in general.   • strengthen skills in assessing threats related to globalised information networks.   • enhance research skills to analyse the implementation of information security in critical infrastructures and private companies, using a wide range of primary sources.   • enhance critical understanding of public and private strategies developed for information security.
Learning Outcomes/Competences/Skills
By the end of the module, students will be able to demonstrate a theoretical understanding of information and knowledge. They will: • have critical knowledge about the distinction between different kinds of information and be able to analyse their value and vulnerability from an interdisciplinary perspective.   • make use of theoretical insights to analyse empirical cases and to develop strategies for information security in the private or public sector.   • know the basic legal aspects of information security and data protection.   • identify critical vulnerabilities that need special protection, and the technological and methodological approaches that can be used to secure the information environment.
Content
Section 1: Information & Cybersecurity   • Information security and IT-security as a concept   • Knowledge as an asset   • Categorisation of information operations   • Threats to information, IT- and cybersecurity (actors and methods)   • Worst case scenarios and how to deal with them
Section 2: Legal Background and Data Protection   • Legal background of IT-security   • Data protection as a fundamental right   • Legal background of data protection   • Data protection as a pillar of information security   • Relevant EU legislation (e.g. GDPR, NIS2-directive)   • Other legislation of interest (e.g. Indian Data Protection Act)
Section 3: Information Security Management   • Information security management and compliance requirements   • Preventive measures and technical background (e.g. encryption)   • Identifying neuralgic points and possible threats to information and IT-security in a company or public authority   • Information Security Management Systems (ISMS) and relevant standards
Prerequisites for Attending
-
Teaching Language
English
Examination
Written examination
Students demonstrate that they have understood and internalised the basics of information, IT- and cybersecurity. They know the basic concepts and actors and are able to apply their technical and legal knowledge to specific situations.

Module 6: Crime Control in a Global Environment

Responsible Academic
Prof. Dr. Vincenz Leuschner / Prof. Dr. Klaus von Lampe

Workload	ECTS-Credits	Semester	Length of Module
150 hours (45 hours class contact time, 105 hours self-study time)	5	1st semester	1 semester

Structure of the Module		
No.	Section	Class Contact Time
1	Analysis of Crime Risks	2 SWS
2	Crime Investigation	1 SWS
3	Tools and Strategies of Crime Control	1 SWS

Module Description
This module covers the major criminal threats to corporations and other organisations operating in an international setting. These threats may stem from individuals, other organisations or state agencies. Perpetrators can be both, internal and external parties or the organisation itself.

Module Aims
This module aims to:

- enhance an analytical understanding of the causes, dynamics and developments of criminal threats to international corporations and organisations.
- develop a critical understanding of the limitations of conventional control strategies.
- strengthen the skills in assessing crime risks to international corporations and organisations and to the stakeholders involved.
- strengthen the skills to develop control strategies suitable to the specific needs of international corporations and organisations.
- develop a critical understanding for control strategies in accordance with ethical standards.
- enhance research skills and the use of a wide range of primary and secondary academic sources.

Learning Outcomes/Competences/Skills
By the end of this module, students will:

- understand the causes and dynamics of crimes threatening the operations, physical infrastructure, and human and intellectual capital of corporations and other organisations.
- be able to reflect on these threats with regards to processes of globalisation.
- command the methodological tools to analyse these crimes in relation to the policies and objectives of organisations.
- have the skills needed to systematically assess risks stemming from criminal activities for organisations, their employees, customers and other stakeholders as well as for common goods.
- be in a position to identify and apply appropriate investigative tools.
- command the necessary resources to develop and apply adequate crime control strategies, balancing reactive and proactive approaches.
- understand security management as an integral part of the organisational risk management system.
- recognise the limitations of existing criminal justice systems and seek cooperative solutions in crime control including non-state actors.

Content

Section 1: Analysis of Crime Risks

Phenomenological analysis of crimes with severe risk potential such as:
- (Warehouse, retail, cargo-)theft
- Misappropriation of assets
- Fraud
- Money laundering
- Bribery and corruption
- Price-fixing and cartel arrangements
- Infringement of copyright, patents, trademark rights and other intellectual property rights
- Acts of violence between employees (e.g. hate crimes, sexual assault)
- Organised crime
- State crimes
- Green crimes

Relevant legal and geopolitical framework
- Criminal laws and criminal proceedings in comparative perspective
- Corporate and organisational liabilities
- Cultural, political, environmental and economic impacts on crime and criminal justice (e.g. depletion of natural resources and environmental issues, social unrest, religious and ethnic conflict, limited statehood)

Section 2: Crime Investigation

Systematic detection and investigation of a selection of organised and economic crimes such as
- Misappropriation of assets
- Fraud
- Money laundering
- Bribery and corruption
- Price-fixing and cartel arrangements
- Infringement of copyright, patents, trademark rights and other intellectual property rights

Investigation of criminal offences and evidence-protection
- Planning and conducting of investigations
- Identification and protection of evidence for criminal proceedings and civil law suits
- Planning, implementation and evaluation of investigative interviews (workshop)
- Legal regulations guiding internal investigations

Section 3: Tools and Strategies of Crime Control

Crime control strategies
- Balancing repressive, control-oriented and preventative approaches
- Synchronising control strategies with organisational culture
- Development of security which is culture specific to organisations and their members
- Building and maintaining security partnerships with state and non-state actors
- Forging unconventional alliances with civil society groups
- Integration of services from security companies and security consultants

Crime control instruments
- Reducing crime opportunities
- Compliance management
- Awareness campaigns
- Prevention by design
- Codes of conduct
- Whistle-blowing and reporting systems
- Corporate security policies and standards
- Internal and external monitoring and auditing
- Strengthening organisational resilience

• Initiation of criminal proceedings
Prerequisites for Attending
-
Teaching Language
English
Examination
Combined examination
A combined examination consists of two weighted parts, an oral and a written examination. The written part accounts for ⅔ of the assessment and the oral part for ⅓. The examiners determine the form of the component parts and use the oral and written forms of assessment foreseen in these regulations.

Module 7: Economic Approaches and Leadership Skills in International Security

Responsible Academic
Prof. Dr. Wim Nettelnstroth / Prof. Dr. Birgitta Sticher / Karsten Schulz

Workload	ECTS-Credits	Semester	Length of Module
240 hours (67,5 hours class contact time, 172,5 hours self-study time)	8	2nd semester	1 semester

Structure of the Module		
No.	Section	Class Contact Time
1	Leadership and Social Competences in an International Context	2 SWS
2	Security Entrepreneurship	2 SWS
3	Risk and Crisis Communication	2 SWS

Module Description
This module creates a deeper understanding of selected topics and issues of business-related aspects and develops leadership and communicative skills and competences. Therefore, this module is divided into three sections focused on Leadership and Social Competences in an International Context ("dealing with people"), Security Entrepreneurship ("dealing with business"), and Risk and Crisis Communication ("dealing with risks and crises"). The three sections cover the following topics:
Section 1: Leadership and Social Competences in an International Context   This section deals with leadership in an international context as well as the social competences needed in order to be a successful leader. This section addresses the issues from a (social) psychological perspective.
Section 2: Security Entrepreneurship   This section introduces economic and business-related aspects of security management and shows the complexity of strategic managerial decisions. Various tools are introduced which are necessary for task-oriented decisions in strategic management with a focus on the foundation and operation of a company in the context of security management.
Section 3: Risk and Crisis Communication   Crisis management depends crucially on the design and situationally appropriate implementation of risk and crisis communication with the population. To this end, fundamental psychological knowledge must be implemented in a socially competent manner by the responsible actors while taking cultural factors into account.
Module Aims
The module enables students to understand business related topics and shows how to deal with people (leadership), how to deal with business operations and tasks (management), and how to deal with risks and crisis (communication).
Section 1: Leadership and Social Competences in an International Context   This section enables students to meet the expectancies in the role of a leader, which means to: • develop an analytic understanding of intercultural competences.   • strengthen skills to manage themselves, the dynamics of persons with different social and cultural backgrounds, and group dynamics in different settings.

Section 2: Security Entrepreneurship

This section develops skills to describe, identify, analyse, and evaluate

- the external market factors and their effects on security-related issues.
- the internal aspects of corporate management, structures, and business processes and their effects on security related issues.
- the necessity and major aspects of strategic management for security related issues.
- the necessity and major aspects of strategic controlling in companies, institutions, or organisations.

Eventually, students are able to create a business model for the formation of an enterprise focused on security management while also understanding the basics of a business plan.

Section 3: Risk and Crisis Communication

This section has the following objectives:

- identifying cultural and psychological factors that influence risk perception and the different reactions to risks and crises
- knowledge of the variety of risk and crisis communication designs
- acquire social competences to implement risk and crisis communication in a way that is appropriate for the target audience

Learning Outcomes/Competences/Skills

By the end of this module, students will be able to:

Section 1 "deal with people":

- use adequate strategies in basic leadership situations: selecting employees, communicating in different settings, solving conflicts and making decisions

Section 2 "deal with business":

- understand the most important aspects of business management
- analyse the internal and external factors management has to deal with
- know how a company has to be managed and led strategically
- develop strategies for security-related aspects of management
- understand the necessity of strategic controlling
- create a business model for the formation of a company

Section 3 "deal with risks and crises":

- design and implement risk and crisis communication with the public based on the identified cultural and psychological aspects of the recipients in the relevant situation
- identifying cultural and psychological factors that influence risk perception and the different reactions to risks and crises
- knowledge of the variety of risk and crisis communication designs
- acquire social competences to implement risk and crisis communication in a way that is appropriate for the target audience

Students develop:

- knowledge: selected issues of strategic management as well as a basic understanding of business modelling and planning
- methodological competences: understanding and using tools of strategic management for corporate decisions related to security management
- social competences: working in groups to solve exercises and managerial problems, and finding a common solution
- self-competence: reflect business and managerial issues and decisions, especially in the context of self- and time management in leading positions

Content

Section 1: Leadership and Social Competences in an International Context

- Intercultural competences – prejudices and stereotypes
- Communicating with employees, superiors and stakeholders
  - o Intercultural communication
  - o Gaining acceptance, using strategies to convince or persuade
- Building and leading a group/team
  - o Selection of team members
  - o Costs and benefits of diversity
  - o Understanding group dynamics
- Motivating people with different social and cultural background
- Moderation and conflict solving
  - o Coping with problematic personalities
- Decision-making process

Section 2: Security Entrepreneurship

- Understanding economics: economic circuit (5-Players-Model), price formation/pricing mechanism
- Understanding the market: selected players in international security market (corporations, organisations, institutions)
- Understanding the environment: PEST- and 5-Forces Analysis
- Understanding business: value chain and 7-S-Model
- Understanding system: business operations and value creation
- Understanding structure: types of organisation and business
- Understanding strategy: levels and types of strategy and objectives
- Understanding style: leadership styles and management techniques
- Understanding staff: HR management and payment
- Understanding skills: innovation and value proposition
- Understanding shared values: culture and normative management
- Understanding decisions: SWOT-Analysis and SWOT-Matrix
- Understanding planning: strategic business units
- Understanding controlling: financial report and balanced scorecard
- Understanding concepts: business model (CANVAS) and business plan

Section 3: Risk and Crisis Communication

- Psychological (and sociological) foundations for risk and crisis communication
  - o Communication (basic model, one-way and two-way communication, analogue and digital modalities) and its importance in risk and crisis management
  - o Social psychology of perception (especially risk perception)
  - o Variety of human reactions to perceived risky and threatening events
    - o Willingness to help and helping behaviour
    - o Stress and trauma/ fear/ panic/ mass panic
    - o Traumatic stress reaction and post-traumatic stress disorder (PTSD)
  - o Psychosocial aftercare
- Basic concepts of risk communication
  - o Implementation of risk communication in relation to selected risks
  - o Analysis, design and implementation of risk communication using selected examples
- Connection between risk and crisis communication
- Basic concepts of crisis communication
  - o Implementation of crisis communication in relation to selected crises
  - o Analysis, design and implementation of crisis communication using selected examples

Prerequisites for Attending
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Teaching Language
English

Examination
Oral examination
Students have to attend class and prove that they are able to interpret and reflect on the study material. Their progress and understanding of the lectures is actively monitored through discussion, which provides lecturers with the opportunity to give feedback and adjust where necessary. Through active participation, students also have to show that they are able to express and use leadership qualities, while respecting the complexities of economical and organisational aspects of security management. In a module-closing examination interview, the study participants prove that they have achieved the required professional and personal competences. They show that they can take on a leading role in the context of security and economics. The oral part of the examination enables the examiners to flexibly challenge students and to ascertain whether students have a deep understanding of the study material.

Module 8: International Conflict Management

Responsible Academic
Prof. Dr. Ekkehard Strauß / Prof. Dr. Juergen Weichselgartner

Workload	ECTS-Credits	Semester	Length of Module
210 hours (45 hours class contact time, 165 hours self-study time)	7	2nd semester	1 semester

Structure of the Module		
No.	Section	Class Contact Time
1	Conflict Analysis	2 SWS
2	International Conflict Management and Practice	2 SWS

Module Description
Violent conflicts pose a significant threat to both state and human security. For ISM-students, it is hence essential to have an understanding of violent conflict at different scales. Against this background, the module offers students an introduction to international and sub-national conflict dynamics. Students learn how conflicts can be analysed, mitigated and managed.

Module Aims

The overall aim of the module is to offer an overview of international and sub-national conflict dynamics as well as theoretical approaches and tools to analyse, mitigate and manage them.

Section 1 enables students to:

- carry out an actor-based conflict analysis, including an identification of key conflict actors, their relations and dynamics.
- apply their theoretical background to specific real-world case studies.

Section 2 enables students to:

- understand international conflict management in its complexity.
- arrive at practical solutions for concrete challenges.

Learning Outcomes/Competences/Skills

By the end of this module, students will:

- have an overview of key conflict dynamics at international and sub-national level.
- be able to analyse conflicts.
- understand key conflict drivers.
- know how conflicts can be mitigated and managed.
- have strengthened their social competences through group assignments, team work and playing a simulation game.
- understand selected strategies and actors of international conflict management.
- be familiar with the political and legal framework of international conflict management in the international context and to assess the consequences for their own area of responsibility.
- understand the internationally relevant legal and political foundations of conflict management and how to successfully shape international cooperation.
- have strengthened their self-competence through gaining new skills and learning to apply them individually to specific conflict cases.

Content
Section 1: Conflict Analysis
The section provides an introduction to violent conflicts, including its drivers, dynamics and effects. After giving a global overview, specific conflicts are analysed in more detail. Students learn about the key analytical tools, theories, frameworks and concepts, including the actor-based conflict analysis, resource curse theory, human security and political ecology. The module focuses on sub-national conflicts related to the extraction of key non-renewable resources such as oil, gas and diamonds, as well as renewable resources such as wind and land. The students apply their theoretical background to specific conflicts which they choose from a pool of possible cases. In order to enable students to understand the perspectives of different conflict actors, the simulation game Land Conflict is played.
Section 2: International Conflict Management and Practice
Due to globalisation and the complex causal relationships of international conflicts, their effects can also be felt in seemingly uninvolved states. It is the task of security managers to assess how the effects of an international conflict should influence their client's decisions. Actors and approaches to international conflict management often present a confusing picture and a lack of knowledge of their potential impact on international conflicts can lead to misjudgements with far-reaching consequences. This section enables students to understand international conflict management in its complexity, while enabling students to arrive at practical solutions for specific challenges. In addition, the module facilitates the integration of new developments into the overall understanding of security. In this regard, international conflict management theory helps to analyse complex scenarios and arrive at practical solutions for different actors.
Prerequisites for Attending
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Teaching Language
English
Examination
Combined examination: presentation and term paper

Module 9: Human Rights and Accountability in International Security

Responsible Academic
Prof. Dr. Hartmut Aden / Prof. Dr. Tarik Tabbara

Workload	ECTS-Credits	Semester	Length of Module
180 hours (34,75 hours class contact time, 145,25 hours self-study time)	6	2nd semester	1 semester

Structure of the Module		
No.	Section	Class Contact Time
1	Human Rights Standards for International Security Management	1,5 SWS
2	Holding International Security Management Accountable	1,5 SWS

Module Description
Human rights and accountability present ongoing and important challenges for international security management. As the regulatory framework expands to address the human rights responsibilities of international security companies and their clients, this module continues the reflection on the ethical and normative dimensions of international security management and institutional settings for holding security management accountable.

Module Aims
This module aims to help students develop analytical skills to assess the applicability of different security management practices to internationally recognised legal and ethical standards. They strengthen their ability to read, understand and critically analyse original documents (e.g. international treaties, official reports, and court cases) and the scholarly literature related to this subject.

Learning Outcomes/Competences/Skills
By the end of this module students will: • have a critical knowledge and understanding of the challenges facing international security management in relation to human rights, ethics and accountability. • gain understanding in the comparative analysis of accountability settings in the context of public and private security. • be able to demonstrate an understanding of the need for compliance with standards in international security management practice. • be able to critically apply scholarly theories on accountability and integrity to international security management. • be able to demonstrate high-level use of primary and secondary materials and sources to support arguments.

Content

Section 1: Human Rights Standards for International Security Management
- International and European human rights regimes
- Human rights standards for international security management (e.g. right to life and personal integrity, freedom from torture, right to liberty and personal freedom, privacy, human trafficking, child labour, non-discrimination)
- Human rights and supply chains
- Human rights standards and public procurement for security services

Section 2: Holding International Security Management Accountable

- Theoretical approaches to the understanding of accountability in the sector of public and private security
- Limitations to security sector accountability: national security reservations, confidentiality, among others
- Integrity standards in international security management
- Professional self-regulation and compliance rules
- Accountability for the use of security technology (e.g. surveillance, AI)
- Oversight institutions and their (limited) powers
- The role of non-state actors (e.g. civil society, media) in security sector accountability

Prerequisites for Attending

Module 5: Ethics and Normative Theories in International Security Management

Teaching Language

English

Examination

Combined examination: presentation and term paper

By means of an academic paper, students prove that they have acquired the planned technical and methodological competences. Students have to demonstrate that they can understand and reflect on international, legal and ethical regulation concerning ethical issues in the context of international security. In the paper, students also have to prove that they can evaluate security management, while adhering to human rights standards and integrity standards. This form of examination serves as an indication that students can report and communicate their findings through structured documentation.

Module 10: Current Issues in International Security Management

Responsible Academic
Prof. Dr. Markus Schultze-Kraft

Workload	ECTS-Credits	Semester	Length of Module
120 hours (22,5 hours class contact time, 97,5 hours self-study time)	4	2nd semester	1 semester

Structure of the Module		
No.	Section	Class Contact Time
1	Current Issues of International Security Management	2 SWS

Module Description
This module focuses on pressing contemporary issues relevant for international security and conflict management. Students obtain deep thematic, scholarly and methodological insights into emerging fields as well as challenges and political processes that are of particular concern to decision-makers in international security and conflict management. On the basis of state-of-the-art research and the in-depth analysis of real-world (in)security problems and processes, students learn to apply their knowledge gained in the programme to current challenges. They:

- understand relevant terminology in adequate depth and differentiation.
- review key concepts to describe and explain contemporary processes and impacts.
- distinguish between, and reflect on, theoretical and applied approaches.
- identify transformative processes, their causes and main impacts at different spatial-temporal scales.
- develop a nuanced understanding of the complexity, controversy and conceptual ambiguity involved in the study of international (in)security and conflict.
- recognise interdependencies and contradictions of global structures and regional specifics.

Module Aims

This module aims to:
- develop a critical and analytical understanding of the dynamics characterising security studies, international (in)security and conflict management in a complex security environment.
- enhance critical understanding of current developments related to (in)security.
- strengthen research skills for understanding and reacting to new developments in the field of (in)security, making use of a wide range of primary and secondary academic sources as well as relevant grey literature.

Learning Outcomes/Competences/Skills

By the end of this module, students will be able to:
- apply the knowledge acquired in the other modules to newly emerging fields of security studies.
- critically apply scholarly theories to new research and policy topics.
- demonstrate high-level use of primary and secondary materials and sources to support arguments and develop workable policy approaches to complex international (in)security challenges.

Content

Emerging transformative processes are significant drivers of new forms of (in)security and risk, altering existing vulnerabilities for states and people as well as creating new ones. Owing to increasing levels of complexity at different scales, they unhinge causal structures and thus challenge traditional knowledge and problem-solving concepts. This module emphasises current issues of (in)security and its global, international and regional transformations, e.g. international and regional security governance, climate security, the shift from conflict resolution to conflict management, and a growing focus on resilience-

oriented approaches. It further critically examines emerging concepts and the way scholars and practitioners address new and/or modified threats and/or risks relevant to international security. It analyses main arenas/actors/processes and how the present challenges of (in)security and conflict management can be addressed effectively.

Prerequisites for Attending
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Teaching Language
English

Examination
Written assignment

Students work on a specific international security topic and need to demonstrate command of the topic and understanding of the scope of research, including relevant theoretical frameworks. In a concise written paper on the selected topic, students demonstrate skills in scientific working and purposeful academic writing. Emphasis lies on the ability to choose justified methods for reaching the goals as well as applying the chosen methods, making use of relevant scholarly and grey literatures, and presenting well-founded and cogently argued conclusions drawn from the results.

Module 11: Elective Module 11A or 11B

Responsible Academic
Prof. Dr. Juergen Weichselgartner / Prof. Dr. Ekkehard Strauß

Workload	ECTS-Credits	Semester	Length of Module
90 hours (22,5 hours class contact time, 67,5 hours self-study time)	3	2nd semester	1 semester

Structure of the Module		
No.	Section	Class Contact Time
	tba	2 SWS

Module Description
The topics and teaching contents of the seminars are modifiable. The elective module offers students the opportunity to develop a competence profile that qualifies them for a job in their desired professional field. In this course, students deepen their knowledge in specific areas of the occupational fields or in current political, social and economic developments and their effects on security management. The courses are structured as seminars with teaching discussions, students' presentations, and expert lectures.

Module Aims
The students • acquire in-depth knowledge regarding tasks in specific professional fields. • are able to understand the interrelation between theory and practice in a differentiated manner using concrete subject areas as examples. • recognise the potential benefits of research and science for practice.

Learning Outcomes/Competences/Skills
The students • develop in-depth analyses and gain problem-solving skills for real-world problems. • are able to approach complex questions and problems with scientific methods.

Content
Modifiable topics in the field of International Security Management

Prerequisites for Attending
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Teaching Language
English

Examination
Combined examination

| Students prove that they are able to cope cooperatively with a task relevant to the course subject and its specific conditions and requirements while using scientific literature, empirical findings, relevant legal norms and possibly other sources. During the seminar, students do not only show their theoretical understanding of security management, but also their practical abilities to cooperate with others in conditions similar to the working field. Individual achievements are evaluated in the form of presentations, thematic elaborations, selective empirical surveys or text contributions. |