



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

MA in International Security Management

Module handbook

October 2017

Overview

- Module 1 Research and Methodology
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Module 1 Research and Methodology			
Workload	ECTS-Credits	Semester	Length of Module
240 hours (54 hours class contact time, 186 hours self study time)	8	1 st semester 2 nd semester 3 rd / 4 th semester	3 semesters
Responsible Academic			
Prof. Dr. Hartmut Aden / Prof. Dr. Wim Nettelstroth			

Structure of the Module		
No.	Section	Class Contact Time
1	Research Seminar I (Qualitative and Quantitative Methods of data analysis)	1 SWS ¹
2	Research Seminar II (Research Design and Proposal)	1 SWS
3	Research Seminar III (Thesis Colloquium)	2 SWS
Module Description		
<p>This is a research theory and research skills focused module and is taught over three semesters. Each section of the module will address a different stage of research, and research methodology in theory and practice. Students develop skills in research methodology, and they are trained to design own research. In the final section of this module students receive support and feedback on the research conducted for their Master's thesis, in order to prepare them for the writing phase of the thesis.</p>		
Module Aims		
<p>This module aims to:</p> <ul style="list-style-type: none"> • help students develop a critical and analytical understanding of the 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 and quantitative research and in academic writing. 		
Learning Outcomes/Competences/Skills		
<p>Upon successful completion of the three semesters, students will be able to:</p> <ul style="list-style-type: none"> • determine the correct tools for effective study at Master's level • prepare a research proposal for a Master's thesis • present academic work in appropriate format and style and suitable for postgraduate level • communicate methodology and conclusions effectively for an academic audience • conduct an academic literature review. 		

¹ 1 SWS = 45 minutes class contact time during a semester per week

Content

Section 1: Research Seminar I (Methods of data analysis)

In this first section of the module, students will learn the key skills which will enable them to undertake research design that meets scientific standards. Students will develop an understanding of sampling, as well as quantitative and qualitative design. Students from various disciplinary backgrounds will be brought to 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 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 will learn how to apply research methodology to their own work. Students will continue to develop their research skills, in particular the practical application of academic principles. The module will prepare students for writing their Master's thesis in accordance with academic methodology. Each student will prepare a paper using their research design skills that 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 will reflect on their topic for the Master's thesis, as well as on the research question, research strategy and methods and the intermediate results and progress. They will receive feedback from their fellow students and supervising professors. Students will be able to discuss different research approaches and methods, and their respective relevance for different topics.

Content:

- Presentation of the preliminary research design related to a Master's thesis.
- Academic argumentation (peer commenting) by other presenters and the lecturer (Students are expected to comment on each other's work and to discuss presentations by other researchers).

Prerequisites for attending

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Teaching Language

English

Examination
active participation [aktive Teilnahme] (including oral and written contributions), not graded
Relevance of the Examination for the final Scale
0 %

Module 2 Globalisation, Security Challenges and Governance			
Workload	ECTS-Credits	Semester	Length of Module
180 hours (41 hours class contact time, 139 hours self study time)	6	1 st semester	1 semester
Responsible Academic			
Prof. Dr. Anna Daun			

Structure of the Module		
No.	Section	Class Contact Time
1	Security Challenges, International Relations and Foreign Policy	1 SWS
2	Economic Governance of Global Security Challenges	1 SWS
3	International and European Security Regulation	1 SWS
Module Description		
<p>This module deals with the globalisation of security. It is comprised of three sections each of which addresses a different dimension of the global security environment. In the first section, students will become familiar with analysing risks and threat scenarios that are related to the international political environment. The second section focuses on the economic dimension of global security. In order to be a good security manager in a company or an organisation, it is necessary to have an understanding of the external market environment and the internal governance guidelines, structures, and processes. In the third section students will learn about the international regulatory frameworks that have been devised to address and manage global security risks.</p>		
Module Aims		
<p>Section 1 aims to:</p> <ul style="list-style-type: none"> • acquire a theoretical framework for the analysis of international security • enhance the ability to analyse the effects of globalisation on the security environment of states, firms or other organisations • acquire skills to deduce and analyse concrete security risks from international security studies. <p>Section 2 aims to:</p> <ul style="list-style-type: none"> • develop skills to describe, analyse, and evaluate the external market factors as well as the main actors and their effects on security related issues in companies, institutions, or organisations • develop skills to describe, analyse and evaluate internal aspects of corporate governance, structures, and business processes and their effects on security related issues in companies, institutions, or organisations. <p>Section 3 aims to:</p> <ul style="list-style-type: none"> • develop a critical and analytical understanding of the background • and attempts at improving PSC corporate governance and for holding PSCs accountable for adverse human rights impacts; 		

- develop a critical understanding of the relevant international legal, humanitarian and human rights principles;
- develop a critical understanding of the regulatory framework for PSCs by examining national and international regulatory developments;
- enhance critical understanding of regulatory limits within a contemporary, fast-moving and geopolitical context.

Learning Outcomes/Competences/Skills

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

- identify actors, structures and processes in international politics
- carry out empirical research on interests, capabilities and resources of political actors related to security issues
- conduct strategic risk analyses taking into account transnational and international political processes
- evaluate different approaches suitable for reducing and managing risk potentials in firms' or organisations' global activities
- name actors which can be found in the area of security in an international and European context
- analyse the external market environment of security related issues in companies/organisations
- critically evaluate the effects of the external actors and organisations as stakeholders
- know the roles of different actors in companies (e. g. Supervisory Board or Executive Board)
- describe the necessities and the content of corporate governance guidelines
- critically review and improve existing governance guidelines
- understand the main business processes of companies and their value adding aspects
- integrate security issues into the main business processes
- demonstrate a critical knowledge and understanding of the fundamental doctrines, theories, key elements, general principles and institutions which underpin the regulation of PSCs;
- demonstrate a critical knowledge and understanding of legal concepts, values, general principles, rules, and terminology relevant to the private security industry;
- demonstrate a critical knowledge and understanding of the regulatory mechanisms applicable to PSCs.

Content

Section 1: Security Challenges, International Relations and Foreign Policy

This first section gives students an analytical understanding of the relations between transnational and international political structures and processes on the one hand and concrete risk environments for firms or organisations on the other. In particular, the section's content includes:

- Theories of international relations
- The analytical framework of international security studies
- Actors in global security including states and other collective actors (e.g. ethnic or religious identities), international organisations, corporations and non-governmental organisations
- Globalisation and transnationalisation and its significance for security

management

- International threat scenarios and perceptual issues
- National, European and international security architectures
- Models of international cooperation and cross-border reaction

Section 2: Economic Governance of Global Security Challenges

In this section, students will learn which actors and organisations can be found in the area of security in an international – here especially European – context. They will be able to analyse the market environment and to understand and critically evaluate the effects of these actors and organisations.

With a special focus on corporate governance the students will learn the roles of the different actors in companies, such as Supervisory Boards and Executive Board/Board of Managers. They will be able to describe the necessities of corporate governance guidelines and to critically review and improve existing guidelines. As governance is linked to value adding management the main business processes of companies will be introduced. The students will be able to analyse them and to develop and integrate security issues into these processes.

- Relevant aspects of Economics and SWOT analysis of European security market
- Selected actors in the European security market (CoESS, EOS, ECSA, UniGlobalUnion)
- Introduction/analysis of selected companies in the security market (e. g. Securitas or G4S)
- Organisation and structure of companies (Supervisory/Executive Boards and management)
- Relevance and selected aspects of corporate governance guidelines and codices
- Value chain of security: principles of value adding management and business processes

Section 3: International and European Security Regulation

In this part of the module students will examine the roles of law and private standard-setting in an international context and the differences between hard and soft law. This includes understanding the limitations of international regulation and standard-setting. Students will learn, for example, how the European Union functions as a transnational legal actor and sometimes as a pace-setter for international cooperation. They will also examine multistakeholder regulatory organisations such as the ICoCA. Despite the growing use of private security providers in a variety of contexts, there is only limited *legal* regulation of PSCs, although there are on-going attempts to use other regulatory tools to regulate the industry. In this section of the module students will examine the development of the international private security industry as well as recent attempts to regulate PMSCs at the international and national levels.

- The importance and the impact of international security regulation
- Legal research methodology including working with international treaties and case law
- Multilevel regulation of security issues: International law, EU law and national law

- The correspondence of internal law and international law
- Soft law and hard law
- Standard-setting in conflict resolution by international organisations and institutions
- Standard setting in conflict resolution by private institutions
- Limitations to legal regulation in a global environment
- Implementation and implementation problems of international laws and standards

Prerequisites for attending
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Teaching Language
English
Examination
Oral examination [mündliche Prüfung]
Relevance of the Examination for the final Scale
10,5 %

Module 3 International Management of Risks and Crises			
Workload	ECTS-Credits	Semester	Length of Module
210 hours (54 hours class contact time, 156 hours self study time)	7	1 st semester	1 semester
Responsible academic			
N.N.			

Structure of the Module		
No.	Section	Class Contact Time
1	Risk Management Process in an International Context	1 SWS
2	Crisis Management in an International Context	1 SWS
3	Risk and Crisis Communication in an International Context	2 SWS
Module Description		
<p>Modern societies are vulnerable to a multitude of crises, ranging from terrorist attacks, floods, pandemics and critical infrastructure breakdowns to nuclear incidents and major disturbances of public order. In a globalised world, security concerns and crises are no longer exclusively managed by states. International cooperation, multilateral laws and policies are increasingly expected to deal with these phenomena.</p> <p>The internationalisation of crisis and security management raises questions concerning national sovereignty and the rule of law. Transnational cooperation has become more and more important, and international regulatory standards have become a relevant issue. They are more developed in Europe compared to other parts of the world.</p> <p>By exploring different conceptual and theoretical strands in academic literature combined with the in-depth study of empirical cases, students will examine the main concepts, processes, challenges and dilemmas of crisis management. Special attention will be paid to the effects of globalisation on effective crisis management, the role of leadership (crisis unit), state-private cooperation during crises, citizen responses to crisis situations and the evaluation and learning cycle once a crisis has been dealt with. Students will deepen their knowledge of crisis management by differentiating between the command and control style of crisis management and the resilience approach.</p> <p>Students will consider the importance of developing effective risk and crisis communication strategies and concepts and how best to communicate them.</p>		
Module Aims		
<p>This module aims to:</p> <ul style="list-style-type: none"> • help students develop an understanding of the importance, problems and limitations of risk management processes in an international context 		

- help students to develop advanced skills in identifying and assessing risks
- help students develop advanced understanding of professional methodologies in particular an understanding of statistical probabilities.

Learning Outcomes/Competences/Skills

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

- demonstrate a critical understanding of the geopolitical landscape in which crisis and security management operate
- undertake qualitative risk assessments
- demonstrate an understanding of relevant statistical methodologies
- demonstrate the ability to identify, prioritise and evaluate security risks by referring to organisational aims and strategies and the often contradictory interests of other groups
- demonstrate critical understanding of the importance of identifying cultural and psychological factors that affect risk perception of the various actors involved in the process of risk analysis and management
- demonstrate the ability to communicate risk strategies in a variety of contexts.

Content

Section 1: Risk Management Process in an International Context

Risk management process (e.g. ISO 31000): identifying, assessing, planning, managing, controlling and reporting risks

Identifying and assessing risks:

- Risk assessment methodologies
- Stochastic processes and statistics / statistical probabilities
- Analysis of different organisations' and other stakeholders' (sometimes contradictory) interests and strategies
- Definition of indicators and set-up of early warning systems
- Cultural and psychological factors affecting risk perception

Planning, managing, controlling and reporting risks

- Security planning
- Complexity reduction / problem solving
- Calculation of costs (economic aspects of risk management process)
- Implementation of security plans / concepts
- Evaluation

Risk management as an issue in European and international politics

- The role of public and private actors in international risk management
- Case studies (nuclear facilities, transports of dangerous goods, waste transports to the so-called developing world)

Section 2: Crisis Management in an International Context

- Complex and transnational crisis scenarios
- Globalisation of crises and effective crisis management
 - European and international cooperation in crisis management: institutions, structures and challenges

- European and international policies
- The role of public-private partnership
- Crisis management organisation
- Command and control structure / crisis unit
 - Decision-making under crisis conditions (changing situations, emotions, inadequate information, time pressure etc.)
 - Community-oriented crisis management (resilience approach)
 - The role of state oversight
- Crisis management tools
- Post-crisis learning cycle

Section 3: Risk and Crisis Communication in an International Context

International, cross-cultural, and comparative risk and crisis communication research

- Cross-cultural differences in risk perception as fundamentals of risk and crisis communication (see also section 1)
- Basic concepts of risk communication
- Principles and best practices of crisis communication
- Opportunities and threats of social media in risk and crisis communication
- Preparing and leading a press conference
- Preparing and evaluating a crisis unit exercise focusing on the different communication processes, styles and frictions of team leader, core team and extended staff.

Prerequisites for attending

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Teaching Language

English

Examination

active participation [aktive Teilnahme] & Management game [Planspiel], not graded

Relevance of the Examination for the final Scale

0 %

Module 4			
Organisation, Leadership and Economics of Security Management I			
Workload	ECTS-Credits	Semester	Length of Module
120 hours (41 hours class contact time, 79 hours self study time)	4	1 st semester	1 semester
Responsible academic			
Prof. Dr. Birgitta Sticher			

Structure of the Module		
No.	Section	Class Contact Time
1	Organisation	1,5 SWS
2	Leadership in an International Context	1,5 SWS
Module Description		
<p>An organisation must handle an ever-changing set of risks and security problems, both on a day-to-day basis and in its strategic planning. The way in which these are managed depends on the type of organisation, the organisational structures and processes, and the conditions for management and leadership embedded in the context of society in times of globalisation.</p> <p>Section 1 of this module treats the nature and dynamics of an organisation, focusing especially on the culture of an organization to guarantee the successful realisation of safety and security-management.</p> <p>Section 2 focuses on the personality of a leader, trying to understand the interaction forces between leadership and the organisational structures.</p>		
Module Aims		
<p>Section 1 aims to:</p> <ul style="list-style-type: none"> • develop an analytic understanding of the nature and dynamics of organisations, • enhance the understanding of the importance of human factors for realising safety and security standards in an organization • strengthen skills to develop measures to build a safety-culture. <p>Section 2 aims to:</p> <ul style="list-style-type: none"> • develop a critical and analytic understanding of leadership, the importance of personality of a leader but also of the interaction between the leadership and organisational structure • strengthen the skills to create a plan and implement change management. 		
Learning Outcomes/Competences/Skills		
<p>By the end of this module, students will be able to:</p> <ul style="list-style-type: none"> • analyse the structures of different organisations • develop a plan and concrete measures to prevent human errors in an 		

<p>organization</p> <ul style="list-style-type: none"> • be aware of the importance of personality of a leader, but also to understand the interaction between the type of organisation and characteristics of a leader to produce “positive” effects • develop the theoretical background to gain practical application.
Content
<p>Section 1: Organisation</p> <ul style="list-style-type: none"> • Nature and dynamics of an organisation <ul style="list-style-type: none"> ○ Classical organisational theory and recent research ○ Different types of organisations and organisational structures ○ Impact of society on organisational culture • Safety-culture <ul style="list-style-type: none"> ○ Human factors / prevention of human errors ○ High-reliability organisation ○ Occupational health and safety management ○ Awareness-management <p>Section 2: Leadership in an International Context</p> <ul style="list-style-type: none"> • (new) Theories of leadership – what makes a good leader? • Leadership failures and their impact in the security sector <ul style="list-style-type: none"> ○ 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
Presentation and term paper [Präsentation mit schriftlicher Ausarbeitung]
Relevance of the Examination for the final Scale
7,0 %

Module 5 Normative Theories, Ethics and Accountability in International Security Management I			
Workload	ECTS-Credits	Semester	Length of Module
120 hours (41 hours class contact time, 79 hours self study time)	4	1 st semester	1 semester
Responsible academic			
Prof. Dr. Thomas Gil / Prof. Dr. Anna Daun			

Structure of the Module		
No.	Section	Class Contact Time
1	Ethical Reasoning in the Context of International Security Management	1,5 SWS
2	Normative Approaches to International Security	1,5 SWS
Module Description		
<p>This module reflects on the ethical and normative dimensions of international security management. The first 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 moral perspectives. The second section deals with international security from a normative political science point of view. The section develops normative and critical security studies for international security management. Both, cooperative and emancipative approaches are evaluated for the production and maintenance of security, from the global down to the local level.</p>		
Module Aims		
<p>Section 1 aims to:</p> <ul style="list-style-type: none"> 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. <p>Section 2 aims to:</p> <ul style="list-style-type: none"> offer an overview of the most important academic discussions on the significance of norms in international security develop a critical understanding of the relations between power and security encourage critical thinking and analysis of global and local security using a wide range of literature as well as empirical data enhance the ability of students to distinguish between different assumptions and normative orientations in the study of international security help students to develop a critical understanding of the implications of such differences for the professional implementation of security. 		
Learning Outcomes/Competences/Skills		
<p>By the end of this module, students will be able to:</p> <ul style="list-style-type: none"> discuss assumptions and approaches of international security critically 		

- sort different assumptions and arguments into an overall theoretical framework of (critical) security studies
- trace back diverging arguments to different values, goals and purposes connected to security
- deduce practical implications from critical theoretical debates for the conception of international security management
- identify and demonstrate understanding of multiple ethical theories relevant for security management
- demonstrate practical ethical reasoning in a security management context.

Content

Section 1: Introduction to the Main Conceptions / Approaches in Ethical Theory

- 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 Theories in International Security

- The role of norms in international relations theory
- Rationalist vs. constructivist approaches to studying security
- Securitisation theory and security dissections
- Critical security studies

Prerequisites for attending

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Teaching Language

English

Examination

Essay [Hausarbeit]

Relevance of the Examination for the final Scale

7,0 %

Module 6 Crime Control in a Global Environment			
Workload	ECTS-Credits	Semester	Length of Module
210 hours (54 hours class contact time, 156 hours self study time)	7	1 st semester	1 semester
Responsible academic			
Prof. Dr. Claudius Ohder			

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		
<p>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.</p>		
Module Aims		
<p>This module aims to:</p> <ul style="list-style-type: none"> • 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 that control strategies need to be 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		
<p>By the end of this module, students will:</p> <ul style="list-style-type: none"> • 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 globalization, • 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:

- Misappropriation of assets
- Fraud
- Cybercrime
- 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 (hate crimes, sexual assault ...)
- Organised crime
- State crimes
- Green crimes

Relevant legal framework

- Criminal laws and criminal proceedings,
- International business law,
- Corporate and organisational liabilities.

Relevant geopolitical framework

- Depletion of natural resources and environmental issues,
- Social unrest, religious and ethnic conflict,
- Hypernationalism and isolationist tendencies,
- Limited statehood,
- Cultural, political and economic impacts on criminal justice systems
- Emerging forms of crime governance based on multi-agency approaches.

Section 2: Crime Investigation

Systematic detection of 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,
- Synchronizing control strategies with organisational culture,
- Development of security 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

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Teaching Language

English

Examination

Written examination [Klausur]

Relevance of the Examination for the final Scale

12,2 %

Module 7			
Organisation, Leadership and Economics of Security Management II			
Workload	ECTS-Credits	Semester	Length of module
180 hours (41 hours class contact time, 139 hours self study time)	6	2 nd semester	1 semester
Responsible academic			
Prof. Dr. Birgitta Sticher			

Structure of the Module		
No.	Section	Class Contact Time
1	Leadership in an International Context – Social Competences	1,5 SWS
2	Economics of Security Management	1,5 SWS
Module Description		
<p>This module builds on Module 4 “Organisation, Leadership and Economics of Security Management 1” in which students have developed in-depth knowledge of core themes, concepts and theories of organisation and leadership.</p> <p>This module consists also of two different sections:</p> <p>Section 1 one deals with leadership in an international context and the social competences which are needed to be a successful leader. This section addresses the issues from a (social) psychological perspective.</p> <p>Section 2: In order to be a good manager and a leader in a company, an institution, or an organisation with responsibility for security management it is necessary to have a basic understanding of Economics and Business Administration. Strategic and selected topics in these areas are therefore introduced in the second section.</p>		
Module Aims		
<p>Section 1 will enable students to meet the expectancies in the role of a leader, which means to:</p> <ul style="list-style-type: none"> • develop a 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. <p>Section 2 will enable students to describe, analyse, and evaluate the:</p> <ul style="list-style-type: none"> • Necessity and the major aspects of strategic management for security related issues in companies, institutions, or organisations; • Necessity and the major aspects of strategic controlling and business continuity management for companies, institutions, or organisations. 		
Learning Outcomes/Competences/Skills		
By the end of this module, students will be able to:		

- use adequate strategies in basic leadership situations: selecting employees, communicating in different settings, solving conflicts and making decisions.
- know how a company has to be managed and led strategically.
- identify those major aspects of strategic management which are closely linked to security issues.
- analyse the internal and external factors a company has to deal with and to develop strategies for security related aspects of management.
- understand the necessity of strategic controlling and to develop tools for business continuity management.
- calculate and critically review costs and budgets for these aspects and to understand the importance of controlling and reporting.
- understand how a company has to be managed and led strategically
- identify major aspects of strategic management which are closely linked to security issues
- analyse the internal and external factors a company has to deal with (referring to Module 2)
- develop strategies for security related aspects of management
- understand the necessity of strategic controlling
- develop tools for business continuity management
- calculate and critically review costs and budgets for these aspects
- understand the importance of controlling and reporting.

Content

Section 1: Leadership in an International Context – Social Competences

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

Section 2: Economics of Security Management

- Management and strategy levels in companies: vision, mission, goals, strategies, operations
- SWOT matrix, portfolio management and strategic business units
- Balanced Scorecard as strategic controlling tools
- Business continuity management and Business Continuity Scorecard
- Cost accounting for security related issues (e. g. risk management)
- Internal reporting and monitoring business and security related processes

Prerequisites for attending

Module 4: Organisation, Leadership and Economics of Security Management I

Teaching Language
English
Examination
active participation [aktive Teilnahme] & oral examination [mündliche Prüfung], not graded
Relevance of the Examination for the final Scale
0 %

Module 8 Information, Knowledge Protection and Cybersecurity			
Workload	ECTS-Credits	Semester	Length of module
180 hours (47 hours class contact time, 133 hours self study time)	6	2 nd semester	1 semester
Responsible academic			
N.N.			

Structure of the Module		
No.	Section	Class Contact Time
1	Information and Knowledge in International Security Management	1 SWS
2	Knowledge Protection in Companies	1 SWS
3	Cyber Protection and Investigation	1,5 SWS
Module Description		
<p>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. But information and knowledge are also vulnerable. In international politics, states might steal information to gain advantages in international power competition, or misuse (des)-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.</p> <p>State agencies and private companies use mass data generated by the use of electronic devices for surveillance and marketing purposes. The protection of human rights, especially of privacy and data protection, has therefore become highly relevant in using information.</p> <p>The global interconnection of information infrastructure is an important security issue. The internet facilitates international communication, but also makes it vulnerable. This has made cybersecurity another major issue.</p>		
Module Aims		
<p>This module aims to:</p> <ul style="list-style-type: none"> • 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 of 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
- analyse the range of state and private actors who operate with different means and toward different ends in cyberspace
- 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 and Knowledge in International Security Management

- Ontological and epistemic fundamentals of information and knowledge
- Knowledge as an asset
- Categorisation of information operations
- International and European copyright standards
- Privacy/data protection: European and international challenges and approaches
- Cooperation/information sharing between private and state actors/public-private partnerships
- Knowledge management/ transfer of knowledge

Section 2: Knowledge Protection in Companies

- Identification of risks and security gaps
- Scenarios of informational damage
- Strategic threat analysis
- Technical and management tools for knowledge protection
- Information security in companies, public administrations and critical infrastructures

Section 3: Cyber Protection and Investigation

- Characteristics of cyber space
- Actors and interests in cyber space
- Cyber regulation – European and international approaches
- Detecting and analysing cyber attacks
- Strategic threat analysis
- Simulation of cyber attacks
- Preventive strategies and methods for defensive information security (sensitisation, significance of cryptology, early warning, incidence response, ISMS etc.)

Prerequisites for attending
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Teaching Language
English
Examination
Project/case study [Projektarbeit/ Fallstudie]
Relevance of the Examination for the final Scale
10,5 %

Module 9 Normative Theories, Ethics and Accountability in International Security Management II			
Workload	ECTS-Credits	Semester	Length of Module
180 hours (41 hours class contact time, 139 hours self study time)	6	2 nd semester	1 semester
Responsible academic			
Prof. Dr. Hartmut Aden & Dr Sorcha MacLeod			

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		
<p>Human rights present an ongoing and important challenge 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.</p>		
Module Aims		
<p>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 will strengthen their ability to read, understand and critically analyse original documents (international treaties, official reports, court cases, etc.) and the scholarly literature related to this subject.</p>		
Learning Outcomes/Competences/Skills		
<p>By the end of this module students will:</p> <ul style="list-style-type: none"> • have a critical knowledge and understanding of the challenges facing international security management in relation to human rights and ethics; • 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 (right to life and personal integrity, freedom from torture, right to liberty and personal freedom, privacy, human trafficking, child labour, non-discrimination, etc.)
- Human rights and relationships with clients (governments, business and civil society) and supply chains

Section 2: Holding international security management accountable

- Integrity standards in international security management
- Professional self-regulation and compliance rules
- Legal remedies against human rights violations and their limitations (national, European, international)
- Oversight institutions and their (limited) power
- Human rights standards and public procurement for security services

Prerequisites for attending

Module 5: Normative Theories, Ethics and Accountability in International Security Management I

Teaching Language

English

Examination

Essay [Hausarbeit]

Relevance of the Examination for the final Scale

10,5 %

Module 10			
Current Issues of International Security Management			
Workload	ECTS-Credits	Semester	Length of Module
120 hours (27 hours class contact time, 93 hours self study time)	2	2 nd semester	1 semester
Responsible academic			
Prof. Dr. Hartmut Aden			

Structure of the Module		
No.	Section	Class Contact Time
1	Current Issues of International Security Management	2 SWS
Module Description		
<p>This module reflects on current issues in international security management. Security issues and the challenges for security management in an international environment are quickly evolving. Recent research results and newly emerging problems lead to new questions needing to be addressed in international security management. Students learn to apply the knowledge gained in the programme to newly emerging fields and problems.</p>		
Module Aims		
<p>This module aims to:</p> <ul style="list-style-type: none"> • develop a critical and analytical understanding of the dynamics characterising security studies and international security management • enhance critical understanding of current developments related to security • strengthen research skills for understanding and reacting to new developments in the field of security making use of a wide range of primary and secondary academic sources. 		
Learning Outcomes/Competences/Skills		
<p>By the end of this module, students will be able to:</p> <ul style="list-style-type: none"> • apply the knowledge acquired in the other modules to newly emerging fields of security studies. • critically apply scholarly theories on new research topics. • demonstrate high-level use of primary and secondary materials and sources to support arguments. 		
Content		
<p>Current issues in international security management may include a broad variety of topics to be identified and defined every year, for example:</p> <ul style="list-style-type: none"> • New international and global trends • New research approaches and results in international security management • Research conducted at the Berlin School of Economics and Law or in other 		

research institutes
Prerequisites for attending
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Teaching Language
English
Examination
Presentation and term paper [Präsentation mit schriftlicher Ausarbeitung]
Relevance of the Examination for the final Scale
7,0 %

Module 11			
Elective A: Mobility and Transport			
Workload	ECTS-Credits	Semester	Length of Module
180 hours (41 hours class contact time, 139 hours self study time)	6	2 nd semester	1 semester
Responsible academic			
Prof. Dr. Oesten Baller			

Structure of the Module		
No.	Section	Class Contact Time
1	Transport of Goods and Supply Chain Risk Management	1 SWS
2	Aviation Safety and Security	1 SWS
3	Maritime Safety and Security	1 SWS
Module Description		
<p>In a global world, the international transport of goods and the worldwide mobility of persons are crucial. Not only since 9/11, criminal and terrorist attacks on transport and mobility by land, sea and air constitute the dark side of the economic and personal advantages of mobility.</p> <p>This module focuses on the legal framework and the respective risk management tools for international transport of goods and supply chain security, aviation safety and security, and maritime safety and security. Multi-level regulation is crucial in each of these three main sectors of international transport and mobility and so the module will examine regulation at the global and EU levels.</p>		
Module Aims		
<p>This module aims to:</p> <ul style="list-style-type: none"> • develop an analytical understanding of multi-level regulation • develop good knowledge in the areas of international transport and mobility • strengthen skills in understanding specific risks in international transport and mobility • enhance respective risk management methodologies in global transport and mobility. 		
Learning Outcomes/Competences/Skills		
<p>By the end of the module students will be able to demonstrate:</p> <ul style="list-style-type: none"> • critical understanding of the multi-level regulation of global transport and mobility by land, sea and air in a business environment • being familiar with the respective concepts of risk management • competence to apply and to implement risk management concepts in projects and case studies. 		

Section 1: Transport of Goods and Supply Chain Risk Management

European and international regulation of international transport (road, rail, air, water)

- CMR: Convention on the Contract for the International Carriage of Goods by Road
- Montreal Convention on Air Carrier Liability
- CIM: Uniform Rules Concerning the Contract of International Carriage of Goods by Rail; COTIF: Convention concerning International Carriage by Rail
- CMNI: Budapest Convention on the Contract for the Carriage of Goods by Inland Waterway
- International Convention for the Unification of Certain Rules of Law Relating to Bills of Lading (The Hague-Visby Rules)

The supply chain and supply chain management

- Supply chain and the chain of economic added value
- Specific supply chain risks
- Scenarios and cases

The supply chain risk management (SCRM)

- Definition of SCRM
- The main steps and phases of SCRM

Section 2: Aviation Safety and Security

EU legislation and Policy

- Current regulation in the field of civil aviation security
- Current detailed measures for the implementation of common basic standards in aviation security
- EU Aviation Strategy for Europe
- Current regulation on the use of passenger name record (PNR) data for the prevention, detection, investigation and prosecution of terrorist offences and serious crime

Aviation security and safety, authorities and rules

- Aviation security policy
- European Aviation Safety Agency (EASA)
- European Network of Civil Aviation Safety Investigation Authorities (ENCASIA)
- European Aviation Safety Rules
- European Aviation Safety Management

Section 3: Maritime safety and security

Multi-level regulation and organisation

- International Convention for the Safety of Life at Sea, 1974 (SOLAS)
- International Code for the Security of Ships and Port Facilities (ISPS Code)
- International Maritime Organisation (IMO)
- Regional International Law (Black Sea, North Sea, Baltic Sea, Rhine River, Danube River etc.)

- Current EU regulation on port security
- European Maritime Safety Agency
- National regulation – an overview
- National organisation (Germany)

Risks and Risk Management

- Overview on maritime risks
 - Piracy
 - Trafficking
 - Smuggling
 - Environmental risks
- Procedures
 - Risk assessment (for ships and ports)
 - Security plans (for ships and ports)
 - Security levels

Prerequisites for attending

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Teaching Language

English

Examination

Project/case study [Projektarbeit/ Fallstudie]

Relevance of the Examination for the final Scale

7,0 %

Module 11			
Elective B: Event Security			
Workload	ECTS-Credits	Semester	Length of Module
180 hours (41 hours class contact time, 139 hours self study time)	6	2 nd semester	1 semester
Responsible academic			
N.N.			

Structure of the Module		
No.	Section	Class Contact Time
1	Security Planning for Events	1 SWS
2	Crowd Science	1 SWS
3	Event Security in Practice	1 SWS
Module Description		
<p>In this module, students develop their knowledge and practice-oriented planning skills in the field of event security.</p> <p>The module considers the importance of events and event security in contemporary societies and students will develop advanced skills in security concepts focusing on event parameters, critical infrastructures and environmental conditions. This includes consideration of the diversity of actors that might be involved in event security, different cultural contexts and incentive structures and the frictions that can arise between them. Beyond developing the skills necessary for standardised security planning, students also practice taking on the role of a security manager in challenging crisis situations that require out-of-the-box thinking.</p> <p>In the Crowd Science section of the module, students will develop their knowledge of crowd behaviour and crowd management. They will distinguish between different types of crowds and use these characteristics for differentiated planning approaches. Drawing on theoretical findings from psychology as well as from simulation models, students will analyse a range of crowd dynamics that can evolve in specific crisis situations. Students will use such insights for tailoring event security planning geared toward specific event circumstances, sizes and target groups.</p>		
Module Aims		
<p>This module aims to:</p> <ul style="list-style-type: none"> • enhance students' knowledge and skills around event security management • develop students' critical and analytical understanding of the competing interests that can influence strategic event planning • enable students to test their theoretical knowledge in practical exercises. 		
Learning Outcomes/Competences/Skills		
<p>By the end of the module, students will be able to:</p> <ul style="list-style-type: none"> • demonstrate awareness of the coexistence of different normative frameworks on various levels, e.g. ISO standards, national law, and possibly (as in the 		

- case of Germany) federal state law and local regulations
- recognise that norms and standards are generated in political contexts and thus are not consistent
- compare and contrast national standards in various OECD countries and demonstrate competence in extracting best-practice models
- demonstrate understanding of the importance of risk and crisis communication and can apply communication models to event security and prepare communication concepts for different risk and crisis scenarios.

Content

Section 1: Security Planning for Events

- State and non-state actors involved in event security
- Security structures at different levels, comparative perspective on OECD countries
- International standards concerned with event management
- Empirical analysis of cases in successes and failures of event security
- Principles of state-private and interagency cooperation
- Risk and crisis communication in the context of event security

Section 2: Crowd science

- Types of crowds
- Crowd dynamics
- Crowd risk analysis
- Crowd simulations
- Crowd safety
- Crowd management

Section 3: Event Security in Practice

- Major sports events
- Music festivals or concerts
- Fairs
- International conferences

Prerequisites for attending

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Teaching Language

English

Examination

Project/case study [Projektarbeit/ Fallstudie]

Relevance of the Examination for the final Scale

7,0 %