

| Module 7 Organisation, Leadership and Economics of Security Management II | | | |
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| 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

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| 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 % |