

Module Handbook

for the extra-occupational
Master's Programme

**“Public Management
in International Cooperation –
Designing African-European
and Intra-African Relations”**

(01/2022)

Module Handbook

for the extra-occupational Master’s Programme

“Public Management in International Cooperation – Designing African-European and Intra-African Relations”

Table of Contents

I.	Modules (General Overview).....	21
II.	Modules and Courses: Detailed Overview.....	22
III.	Overall Description of the Qualification Objectives.....	23
1.	Overall Qualification Objective.....	23
2.	Qualification Objectives in Detail.....	23
IV.	Module Catalogue.....	25
	Module 1: Comparative Analysis of Patterns of Governance.....	25
	Module 2: The Global Multi-Level System.....	30
	Module 3: Core Public Policies, Sustainability and Good Governance.....	34
	Module 4: Public Management.....	39
	Module 5: Practice of Development Cooperation.....	45
	Module 6: Change Management and Capacity Building.....	49
	Module 7: Intercultural Competence and Conflict Transformation.....	53
	Module 8: Public Financial Management.....	56
	Module 9: Research Methods and Academic Writing.....	59
	Module 10: Master Thesis and Defence.....	64

I. Modules (General Overview)

Module	Module Title	Contact Hours	Self-Study	ECTS
1	Comparative Analysis of Patterns of Governance	40	170	7
2	The Global Multi-Level System	50	160	7
3	Core Public Policies, Sustainability and Good Governance	40	200	8
4	Public Management	60	180	8
5	Practice of Development Cooperation	50	250	10
6	Change Management and Capacity Building	40	170	7
7	Intercultural Competence and Conflict Transformation	70	200	9
8	Public Financial Management	50	190	8
9	Research Methods and Academic Writing	40	140	6
10	Master Thesis	30	570	20
In total:		480 (including introduction day)	2,230	90
		2,710 (including 10 introduction day)		

II. Modules and Courses: Detailed Overview

Modules and teaching	Semester	Form of exam	Other duties than exams	Workload		Weighed percentage to final grade	ECTS-Points
				Presence Phase	Distance Phase		
Module 1: Comparative Analysis of Patterns of Governance	1	Essay	-	40	170	8 %	7
Module 2: The Global Multi-Level System	1	Oral exam	-	50	160	7 %	7
Module 3: Core Public Policies, Sustainability and Good Governance	2	Case Study and presentation	-	40	200	8 %	8
Module 4: Public Management	1	Case Study and presentation	-	60	180	9 %	8
Module 5: Practice of Development Cooperation	1, 2	Case Study and presentation	-	50	250	10 %	10
Module 6: Change Management and Capacity Building	3	Oral exam	-	40	170	7 %	7
Module 7: Intercultural Competence and Conflict Transformation	1, 2, 3	Essay	-	70	200	9 %	9
Module 8: Public Financial Management	2, 3	Case Study and presentation	-	50	190	9 %	8
Module 9: Research Methods and Academic Writing	1, 2	Essay	-	40	140	8 %	6
Module 10: Master Thesis	4	Thesis, oral defence	-	30	570	25 %	20
Sums:				480 (incl. 10 hours introd. day)	2,230		
Total sum:				2,710 (incl. 10 hours introduction day)		100 %	90

III. Overall Description of the Qualification Objectives

1. Overall Qualification Objective

The overall qualification objective of the Master programme is on the one hand to impart theoretical-analytical skills, knowledge and action competences, which enable students to independently, systematically and with scientific methodology adhere different leadership and management positions in professional fields of international cooperation. On the other hand, a personal growth process is to be stimulated in particular by the different African study locations and the strongly intercultural teamwork, which optimizes the acting in international cooperation.

2. Qualification Objectives in Detail

1. The students are able to differentiate different state, social and economic systems as well as to examine differences in their public administrations and to compare and categorize them. They can assess dynamic processes in multilevel systems (de-centralisation and federalisation as well as shifting fiscal responsibilities, supranational integration versus se- cession etc.), assess various types of supra- and international cooperation as well as analyse, evaluate and design the role of administrations in said cooperations (modules 1, 2, 5, 6, 7, 8).
2. The students understand the basics of Public Management (law, business administration, human resources and organisational management) in local, regional and supranational administrations and are able to apply them to the international functions of administration. They can classify differences in the administrative structure, culture and practice and can analyse, evaluate and assemble constructive solutions for challenges posed by international cooperation as well as local public policies (modules 1, 3, 4, 7).
3. The students understand and are able to reflect on dynamics and processes in and through administrations in international cooperation. They are able to command instruments of programme and project development in an intercultural context and are able to generate Change Management and Capacity Building. They can develop, create, evaluate and assess and revise agile and strategic project and process management in the international cooperation of administrations – in the African-European as well as in the intra-African context (modules 2, 3, 4, 6, 8).
4. The students are able to critically examine mechanisms of sustainable development as well as their practical implementation in public administration in different policy areas, particularly in public service and public finance. They are able to compare and categorise different concepts of the rule of law, Good Governance and transparent governance as well as assess their implementation in the context of different European and African states

and regions (modules 1, 3, 5, 7, 8).

5. The students are able to identify and discuss challenges in culturally, ethnically and religiously heterogeneous work situations. They have the relevant language skills and are able to classify and implement the tools of intercultural communication and conflict transformation. They are familiar with binding cooperation in small heterogeneous groups, including the cooperation in periods of proximity and distance, and are able to examine, discuss and evaluate their own role. On this basis and against the backdrop of their previous work experience, they identify appropriate behaviours and select constructive strategies for dealing with cultural diversity. They grow in their personal ability to work in an intercultural context (modules 1, 3, 4, 5, 6, 7, 8, 9).
6. The students are able to identify and analyse current challenges for public administrations on all levels. They are able to identify the prerequisites for sustainable administrative institutions and processes and their importance for security, prosperity, peaceful co-existence and sustainable development. They are able to assume social responsibility on the basis of the correct application of law on the one hand, and a creative search for solutions on the other hand. On this basis, students are able to create and implement welfare-oriented administrative structures and processes, and evaluate their effect and impact. They apply an efficient public administration in order to improve the living conditions of their citizens and thus, democratic participation, compliance with legal principles and the reduction of inequality. Therefore, they contribute to a sustainable development (modules 1, 2, 3, 4, 5, 6, 7).
7. The students are able to formulate research questions in international cooperation, as well as theses and hypotheses, and to test them on the basis of scientific methods and the current state of research. They can propose their own solutions to meaningful questions from science and practice and are able to interpret and evaluate their results. They are able to present their results both to laypersons and experts – orally as well as in writing – and justify them in a coherent manner (modules 1, 3, 9, 10).
8. The students are able to discuss research questions from science and practice, particularly against the backdrop of their own work experience, and to face constructive peer group criticism, evaluate their suggestions independently and to integrate them in their current professional activities (Modules 3, 4, 8, 9, 10).

IV. Module Catalogue

Module 1: Comparative Analysis of Patterns of Governance					
Semester	Frequency of the Module	Duration	Type of Module	ECTS Credits	Student Workload
1	Winter semester	1 Semester	Mandatory module	7	In total 210 h, including 40 contact hours, 170h Self-Study
Requirements for Participation					
Requirements for Participation		none			
Applicability		Master Programme "Public Management in International Cooperation – Designing African-European and Intra-African Relations"			
Requirements for the award of ECTS credits (Type of Examination/ Duration of Examination)		Participation in the attendance days (min. 75 %); Students have to pass the essay (= type of examination) with at least the grade "sufficient". Weighing in overall grade: 8 %			

<p>Teaching and Learning Methods</p>	<p>Co-Teaching of Professors from Europe and Africa</p> <p>Self-Study:</p> <p>Prior to the attendance phase, study letters to prepare for the attendance days. They are didactically prepared in such a way that they can be worked on independently by the students, according to their own schedule and location-independent.</p> <p>Moreover, prior to the attendance phase, required readings as well as educational videos have to be dealt with.</p> <p>After the attendance phase, work based on literature recommendations and own research (essay as the first written work that prepares for the MA Thesis).</p> <p>Classroom study with knowledge transfer and comparisons; work in small heterogeneous groups that compare and classify their systems based on specified criteria.</p> <p>Additional methods are for example seminars, group work, project work, methods to support a deeper self-reflection, role and simulation games.</p>
<p>Module Coordinators</p>	<p>Prof. Dr. habil. Annegret Eppler Dr. Dirk Brand (University of Stellenbosch, South Africa)</p>
<p>Qualification Objectives</p>	
<p>Specialised Qualification Objectives:</p>	<ul style="list-style-type: none"> • The students have specialised and applied basic knowledge in the fields of constitutional law, political systems, societal systems, economic systems, principles of state organisation, democracy and the rule of law. • The students are able to compare and to evaluate on the basis of certain criteria, models and explanations (system theory, policy cycle, historical neo-institutionalism, actor centered approaches, Good Governance approaches).
<p>Interdisciplinary Qualification</p>	<ul style="list-style-type: none"> • The students are familiar with working in small heterogeneous groups (dealing with diversity).

Objectives:	<ul style="list-style-type: none"> • The students have an intercultural understanding (evaluation, causal relationships, alternatives for improvement, literature research, citation, writing of texts).
Course Content	<ol style="list-style-type: none"> 1. Introduction: "Governance" <ol style="list-style-type: none"> a) Definition of "Governance" (German: "Regieren") b) Interrelations between the political and legal, economic and societal system c) State versus other forms of organisation of society 2. Constitutional Law Theory <ol style="list-style-type: none"> a) State and constitution b) Role and types of constitutions c) Justice, law – norms and values d) Principles of State Organisation <ul style="list-style-type: none"> • Rule of Law: different concepts • Democracy: different concepts • Distribution of power and finances • Legal status of municipalities e) Failed states 3. Economic Systems <ol style="list-style-type: none"> a) Economic and organisational theory b) Comparison of economic systems c) Emerging economies d) Economic dynamics in African states 4. Political and societal Systems <ol style="list-style-type: none"> a) Political systems; basic concepts <ul style="list-style-type: none"> • Polity, Politics, Policy • Interdependencies between societal and political system • Policy Cycle, political system according to Easton b) Patterns of political systems and how to compare political systems c) Explanations for dynamics and change in political systems (drivers and brakes) 5. "Good Governance"

	<ul style="list-style-type: none"> a) Governance approaches b) Good Governance <ul style="list-style-type: none"> • Features of Good Governance • How to fight against corruption • Methods of measuring Good Governance <p>6. Comparative Analysis</p> <ul style="list-style-type: none"> a) Scientific work: techniques of comparison b) Comparison of forms of government
Courses	
Potential Lecturers	Course Title (Proposed Contact Hours)
<p>Dr. Dirk Brand, University of Stellenbosch, South Africa</p> <p>Dr. Doris Dialer, University of Innsbruck, Austria</p> <p>Prof. Dr. Annegret Eppler, University of Applied Sciences Kehl, Germany</p> <p>Prof. Dr. Ndiack Fall, Université Cheikh Anta Diop (UCAD), Senegal</p> <p>Prof. Dr. Michael Frey, University of Applied Sciences Kehl, Germany</p> <p>Fama Gueye, Ph.D., Université Cheikh Anta Diop (UCAD), Senegal</p> <p>Director Maeregu Habtemariam</p>	<ul style="list-style-type: none"> • Simulation on Patterns of Governance • Comparison as a scientific method • Constitutional Law • The principle of the rule of law • Economic systems compared • Political systems compared • Drivers and brakes of dynamics • Financial constitutional law • Good Governance • Comparative constitutional governance in Africa • Excursion to European institutions (European parliament/Council of Europe/European Court of Human Rights, Strasbourg) and/or German federal constitutional court (Karlsruhe).

Kazentet, Forum of Federations, Addis Ababa, Ethiopia	
---	--

Module 2: The Global Multi-Level System					
Semester	Frequency of the Module	Duration	Type of Module	ECTS Credits	Student Workload
1	Winter semester	1 Semester	Mandatory module	7	In total 210 h, including 50 contact hours, 160 h self-study
Requirements for Participation					
		none			
Applicability					
		Master Programme „Public Management in International Cooperation – Designing African-European and Intra-African Relations“			
Requirements for the award of ECTS credits					
(Type of Examination/ Duration of Examination)		Participation in the attendance days (min. 75%); Students have to pass the oral exam (= type of examination) with at least the grade “sufficient”. Weighing in overall grade: 7 %			

<p>Teaching and Learning Methods</p>	<p>Co-Teaching with African Professors</p> <p>Self-Study: Prior to the attendance phase, study letters to prepare for the attendance days. They are didactically prepared in such a way that they can be worked on independently by the students, according to their own schedule and location-independent.</p> <p>Classroom study with knowledge transfer and comparison; work in small heterogeneous groups, additional methods such as seminars, group work, project work, methods to support a deeper self-reflection, role and simulation games.</p> <p>Attendance: Excursion to the African Union.</p>
<p>Module Coordinators</p>	<p>Prof. Dr. Annegret Eppler</p> <p>Prof. Dr. Patrick Terry</p>
<p>Qualification Objectives</p>	
<p>Specialised Qualification Objectives:</p>	<ul style="list-style-type: none"> • The students have specialised and applied basic knowledge in the fields of international law, commercial law, supranational integration, federalism, decentralisation, municipal level, reasons for dynamics of integration and disintegration.
<p>Interdisciplinary Qualification Objectives:</p>	<ul style="list-style-type: none"> • Students have the ability to read scientific texts, conduct expert interviews and background discussions, give oral presentations.
<p>Course Content</p>	<p>2.1 International Law</p> <ul style="list-style-type: none"> • History, characteristics of international law • International treaties, customary international law, other sources of law, Jus Cogens • Subjects of international law • Violations of international law, State Responsibility

	<ul style="list-style-type: none"> • Use of force in international law <p>2.2 Multilateral cooperation and integration</p> <ul style="list-style-type: none"> • Theories of Integration • African Union: institutions, processes, policy content • Regional Integration in Africa (ECOWAS, UEMOA and CEMAC (Zone Franc), SADC, IGAD, Arab states, COMESA) • Other forms of cooperation (e.g. Commonwealth and Francophonie, summits etc.) • Comparison of different projects of supranational integration (EU, Mercosur, ASEAN) • Local government in international relations (soft diplomacy) <p>2.3 Excursion to the African Union etc. in Addis Ababa</p> <ul style="list-style-type: none"> • What is an excursion? What are expert interviews, what are background talks? • Excursion to AU, United Nations Economic Cooperation for Africa (UNECA), IGAD subregional office (security issues) <p>2.4 Interaction between different levels</p> <ul style="list-style-type: none"> • Logics of interaction between levels of government (division of powers, financial equalisation, participation rights of the lower levels, party systems, heterogeneity, homogeneity, asymmetry, roles of arbitrators) • National and subnational levels (including local government) in the multi-level system
Courses	
Lecturer	Course Title (Proposed Contact Hours)
Patrick Terry/ Ndiack Fall	International Law

Annegret Eppler/ Dirk Brand, Maeregu Kazentet	Supranational Integration
	National and subnational Systems
Eppler/Terry	Excursion to the African Union
N.N.	Local Level

Module 3: Core Public Policies, Sustainability and Good Governance					
Semester	Frequency of the Module	Duration	Type of Module	ECTS Credits	Student Workload
2	Summer semester	1 semester	Mandatory module	8	Total: 240 h Contact hours: 40 h Self-study: 200 h
Requirements for Participation					
Requirements for Participation		none			
Applicability					
Applicability		Master Programme „Public Management in International Cooperation – Designing African-European and Intra-African Relations“			
Requirements for the award of ECTS credits					
Requirements for the award of ECTS credits (Type of Examination/ Duration of Examination)		Participation in the attendance days (min. 75%); Students have to pass the case study with presentation (= type of examination) with at least the grade “sufficient”. Weighing in overall grade: 8 %			

<p>Teaching and Learning Methods</p>	<p>Blended-Learning-System:</p> <p>Self-study: Study letters/online materials in preparation for the attendance days. They are didactically prepared in such a way that they can be worked on independently by the students, according to their own schedule and location-independent</p> <p>Classroom study with application and knowledge transfer through the use of activating teaching and learning methods for the development of problem-solving strategies for practice and reflection on practice. E.g. seminar, group work, project work, methods to support a deeper self-reflection, role and simulation games.</p>
<p>Module Coordinators</p>	<p>Mag. Dr. Doris Dialer Prof. Dr. Andreas Pattar</p>
<p>Qualification Objectives</p>	
<p>Specialised Qualification Objectives:</p>	<ul style="list-style-type: none"> • The students are familiar with various index systems for measuring the development status of states and societies and can critically evaluate them. • The students know the sustainable development goals of the United Nations and can critically assess them. • The students are able to take the principles of good governance (module 1) into account when developing sustainable public policy approaches. • The students are able to include their knowledge of human rights and the democratic participation of all citizens in state and society regardless of ethnic or social origin, gender equality (module 1) in the development of public policy solutions; they take them into account as cross-sectional challenges for all concrete measures. • The students are aware of the challenges and chances of digitalisation and its impact on the implementation and

	<p>success of public policies. They pursue a forward-looking approach when developing public policies, always taking digitalisation into account.</p> <ul style="list-style-type: none"> • The students are able to choose appropriate UN sustainable development goals at the regional, national, and subnational level with the given requirements regarding administrative and social structure, culture and practice. • The students are familiar with various public policy fields and the requirements for policy cohesion of overlapping policy fields and are able to evaluate the role of the various policies in the achievement of defined goals. • The students are able to develop a strategy with which the defined goals for a specific region with the given conditions for administration, culture and practice can be achieved in an appropriate manner. • The students are able to choose concrete measures from a number of possible ones or to develop them in a comparative perspective that are appropriate for a particular region within the given context of the specific administrative and social structure, culture and practice, in order to implement the defined strategy.
<p>Interdisciplinary Qualification Objectives:</p>	<ul style="list-style-type: none"> • The students are familiar with working in small, heterogeneous teams in proximity and over distance, and are able to reflect on their own role. • The students recognise the challenges of culturally, linguistically, ethnically and religiously heterogeneous work situations. They have linguistic skills and are able to classify tools of intercultural communication and apply them in the work context. They identify appropriate behaviours and employ constructive strategies for dealing with intercultural diversity. • The students grow in their personal ability to work in an intercultural context. • The students are able to develop research questions in the areas of good governance, sustainable development and in the area of public policies, to develop their own theses and hypotheses and to work on them using scientific methods

	<p>based on the current state of research.</p> <ul style="list-style-type: none"> • The students are able to develop concrete, independent solutions for identified, specific questions from science and practice. • The students are able to present their results in writing and defend them in a coherent manner.
Course Content	<p>3.1 Sustainable Development</p> <ul style="list-style-type: none"> • Development of the concept of sustainable development • Principles of sustainability: dignity, partnership, justice, prosperity, environment • Sustainability strategies and management (municipalities as think tanks: circular environment) • Obstacles to the implementation of sustainable development (e.g. failed policy integration) • Measuring sustainability? Data collection, monitoring, evaluation <p>3.2 Public Policies in general</p> <ul style="list-style-type: none"> • Definition of public policies and theoretical overview • Analysing public policies in general <p>3.3 Core public policy fields</p> <ul style="list-style-type: none"> • Social security and public health • Climate, environment and nutrition security • Education and school management • Infrastructure: Transportation, energy security and digital infrastructure • <i>Cross-Cutting Issues: Gender</i>
Courses	
Lecturer	Course Title (Proposed Contact Hours)

Doris Dialer/ Andreas Pattar/ Mame Bassi Mbaye	Analysing public policies and presenting analyses (10)
Andreas Pattar/ N. N.	Comparing Social Security and Public Health Strategies in Different Regions (2.5)
Doris Dialer/ N. N.	Comparing Strategies for Environment Protection and nutrition security in Different Regions (2.5)
Mame Bassi Mbaye/ Andreas Pattar	Comparing Strategies for Education and School Management in Different Regions (2.5)
Doris Dialer/ N. N.	Infrastructure: Transportation, energy security and digital infrastructure and digitalisation (2.5)
Doris Dialer/ Andreas Pattar/ N. N.	Presentation of Case Studies (10)
Doris Dialer/ Andreas Pattar/ N. N.	Excursion (10)

Module 4: Public Management					
Semester	Frequency of the Module	Duration	Type of Module	ECTS Credits	Student Workload
1	Winter semester	1 Semester	Mandatory module	8	In total 240 h, including 60 contact hours, 180 h self-study
Requirements for Participation					
Requirements for Participation		none			
Applicability		Master Programme „Public Management in International Cooperation – Designing African-European and Intra-African Relations“			
Requirements for the award of ECTS credits (Type of Examination/ Duration of Examination)		Participation in the attendance days (min. 75%); Students have to pass the case study with presentation (= type of examination) with at least the grade “sufficient”. Weighing in overall grade: 9 %			

<p>Teaching and Learning Methods</p>	<p>Blended-Learning-System:</p> <p>Self-study: Study letters in preparation for the attendance days. They are didactically prepared in such a way that they can be worked on independently by the students, according to their own schedule and location-independent</p> <p>Classroom study with application and knowledge transfer through the use of activating teaching and learning methods for the development of problem-solving strategies for practice and reflection on practice. E.g. seminar, group work, project work, methods to support a deeper self-reflection, role and simulation games.</p>
<p>Module Coordinators</p>	<p>Prof. Dr. Jürgen Fischer</p> <p>Prof. Dr. Joachim Beck</p>
<p>Qualification Objectives</p>	
<p>Specialised Qualification Objectives:</p>	<ul style="list-style-type: none"> • The students have specialised and applied basic knowledge in the areas of organisational and human resource management, administrative management, IT and eGovernment as well as management of territorial development in the context of regional services. • The students can use the following methodology: text analysis, internet research (online content), monitoring, presentation, comparative methods, work on solution-oriented case-studies from the students' own professional context.
<p>Interdisciplinary Qualification Objectives:</p>	<p>The students have the following social skills:</p> <ul style="list-style-type: none"> • work in small, heterogeneous groups (dealing with diversity), • ability to take criticism, • ability to deal with conflict,

	<ul style="list-style-type: none"> • ability to cooperate; • intercultural understanding; • self-reflection (questioning one's own worldview and values, reevaluate one's own thinking and behaviour patterns); • development of innovative and sustainable solutions; • ability to act independently.
<p>Course Content</p>	<p>4.1 Basics and Concepts of Public Administration Management (PM)</p> <ul style="list-style-type: none"> • Typologies and forms of public administration • Theories and approaches of administrative control • Weber • NPM • Impact-oriented control <p>4.2 Management and Leadership</p> <ul style="list-style-type: none"> • Management theories • Leadership / Leadership concepts • Classification <p>4.3 Organisational Management</p> <ul style="list-style-type: none"> • Organisation concept • Principles of organization design • Approaches to configuration • Innovative forms of organization / trends • IT-oriented organizational design • Project organization / team-based organization • Integrated task management / departmental structures • Process design • Organisational development <p>4.4 Human Resource Management</p> <ul style="list-style-type: none"> • Human resource allocation • Recruitment • Human resource management • Human resource development • Current trends in human resource management

4.5 IT and eGovernment

- Principle of life situations
- Service orientation (regardless of time and location)
- Forms of eGovernment

4.6 Current design trends

- Open Government
- Public participation
- Interconnected administration and innovation
- New Public Governance

4.7 Public services as management of territorial development (using case studies as examples)

- Relationship of public services and territorial development
- Concepts of territorial management
 - Cluster-Management
 - Shared Services
 - Inter-municipal cooperation
 - Cross-border cooperation

4.8 Project-life-cycle Management

- The basics of project management (characteristics and phases of a project)
- Problem-/need-analysis as starting-point of a project
- Planning of the project
- Multi-level stakeholder analysis
- The roles and responsibilities of the Lead partner
- Elaborating the project plan
- Elaborating the budget and the financial plan: Risk-assessment and eligibility test of identified deliverables and related cost-categories/Indicators
- Building a solid project organization
- Implementation of the project – to do's and don'ts of a good project-Manager/Monitoring and control
- The closing phase of a project

	<p>4.9 Programme-Management in the context of territorial development</p> <ul style="list-style-type: none"> • Territorial need-analysis/SWOT-Analysis as a starting point • Defining strategic and operational objectives at programme-level • Financial programming: Defining the budget, clarifying co-financing parts of programme- partners, setting conditionalities and eligibility rules • Defining indicators for measuring/monitoring of a.) thematic impacts b.) progress of im- plementation c.) financial spending, d.) stakeholder acceptance • Organizing the Management of the programme: Strategic and operational steering-group, technical assistance, basic criteria for project selection • Monitoring, reporting and public relations of a programme • Evaluation of a programme (ex ante, mid-term review, ex-post) • Closing of a programme
Courses	
Lecturer	Course Title (Proposed Contact Hours)
Prof. Dr. Jörg Röber/ Dr. Harlan Cloete	Management and Leadership
Prof. Dr. Jürgen Fischer	Human Resource Management
Prof. Dr. Joachim Beck/ Dr. Harlan Cloete	Organisational Management

Prof. Dr. Joachim Beck/ Prof. Dr. Jürgen Kegelmann	Project-life-cycle Management
Prof. Dr. Joachim Beck	IT-Management, Digitalisation and eGovernment

Module 5: Practice of Development Cooperation					
Semester	Frequency of the Module	Duration	Type of Module	ECTS Credits	Student Workload
1, 2	Begins in the winter semester	2 semesters	Mandatory module	10	In total 300 h, including 50 contact hours, 250 h self-study
Requirements for Participation					
Requirements for Participation		none			
Applicability					
Applicability		Master Programme „Public Management in International Cooperation – Designing African-European and Intra-African Relations“			
Requirements for the award of ECTS credits					
Requirements for the award of ECTS credits (Type of Examination/ Duration of Examination)		Participation in the attendance days and passing online self-tests (min. 75%); Students pass the case study with presentation (= type of examination) with at least the grade “sufficient”. Weighing in overall grade: 10%			

<p>Teaching and Learning Methods</p>	<p>Blended-Learning-System:</p> <p>Self-study: Online material in preparation for the attendance days. They are didactically prepared in such a way that they can be worked on independently by the students, according to their own schedule and location-independent</p> <p>Classroom study with application and knowledge transfer through activating teaching and learning methods for the development of problem-solving strategies for practice and reflection on practice such as seminar, group work, project work, methods to support a deeper self-reflection, role and simulation games.</p>
<p>Module Coordinators</p>	<p>Dr. Alexander Wegener</p>
<p>Qualification Objectives</p>	
<p>Specialised Qualification Objectives:</p>	<p>The qualification objective of the module is to ensure that participants are familiar with the institutional landscape of international development cooperation enabling them to analyse different logics of individual actors. They are enabled to recognise the different economic, historical, political, and societal basic conditions in individual countries and to develop tailored strategies.</p>
<p>Interdisciplinary Qualification Objectives:</p>	
<p>Course Content</p>	<p>The participants acquire expertise in the field of</p> <ul style="list-style-type: none"> • global challenges, • socio-economic and political aspects of development and potential conflicts between national strategies, geopolitics and development cooperation

	<ul style="list-style-type: none"> • Actors in development cooperation • forms of development cooperation of bilateral and multilateral donors of governmental and non-governmental development cooperation (modes of delivery) • Evaluation approaches in development cooperation <p>The content will be taught via lectures and case studies. Case studies can refer to individual actors or individual countries and form a basis for the application of expert knowledge in a specific context. The selection of case studies depends on the interests and structure of the participating students.</p>
Courses	
Lecturer	Course Title (Proposed Contact Hours)
Alexander Wegener	<p>Basics of development cooperation</p> <ul style="list-style-type: none"> • Global challenges today • North-South Politics • Geopolitics in development cooperation • What is development, what is a developing country, and what is development assistance? • History of development cooperation since the 1960s
	<p>Socio-economic and political aspects of development</p> <ul style="list-style-type: none"> • A short non-European history • Decolonialisation • Structural deficits of developing countries
	<p>Forms of development cooperation</p> <ul style="list-style-type: none"> • Disaster Relief and humanitarian aid • Technical and financial cooperation • Modes of delivery (European Union, selected bilateral donors and selected multilateral donors)

	<p>Actors in development cooperation (alignment and harmonization)</p> <ul style="list-style-type: none"> • United Nations • Financing institutions • Bilateral development cooperation • Decentralised forms of development cooperation • Private philanthropy • Other stakeholders
	<p>Practice of development cooperation of selected donors, such as</p> <ul style="list-style-type: none"> • European Union • World Bank • Case studies of selected bilateral donors such as Germany, France, Denmark, Canada, United Kingdom, USA, or China
	<p>Practice of development cooperation of selected countries</p> <ul style="list-style-type: none"> • Case studies of selected countries. The selection and the amount will depend on students' interests and respects a variety of criteria (such as political regime, economic situation, human rights and good governance, etc.)
	<p>Evaluation</p> <ul style="list-style-type: none"> • Evaluation approaches in development assistance • Selected case studies on different evaluation approaches

Module 6: Change Management and Capacity Building					
Semester	Frequency of the Module	Duration	Type of Module	ECTS Credits	Student Workload
3	Winter semester	1 Semester	Mandatory module	7	In total 210 h, including 40 contact hours, 170 h self-study
Requirements for Participation					
Requirements for Participation		none			
Applicability					
Applicability		Master Programme „Public Management in International Cooperation – Designing African-European and Intra-African Relations“			
Requirements for the award of ECTS credits					
Requirements for the award of ECTS credits (Type of Examination/ Duration of Examination)		Participation in the attendance days (min. 75%); Students have to pass the oral examination (= type of examination) with at least the grade “sufficient”. Weighing in overall grade: 7%			

<p>Teaching and Learning Methods</p>	<p>Blended-Learning-System:</p> <p>Self-study: Study letters in preparation for the attendance days. They are didactically prepared in such a way that they can be worked on independently by the students, according to their own schedule and location-independent</p> <p>Classroom study with application and knowledge transfer through the use of activating teaching and learning methods for the development of problem-solving strategies for practice and reflection on practice. E.g. seminar, group work, project work, methods to support a deeper self-reflection, role and simulation games.</p>
<p>Module Coordinators</p>	<p>Prof. Dr. Jürgen Kegelmann</p>
<p>Qualification Objectives</p>	
<p>Specialised Qualification Objectives:</p>	<p>The students</p> <ul style="list-style-type: none"> • know the basics, objectives and approaches of capacity development and change management. • know the historical development of development policy and are able to classify capacity development in it. • know the relationship between institutional development, capacity building and political change in transforming societies in the context of developing and industrialised countries. • know the most important dimensions of capacity development and are able to analyse and develop projects of capacity development and ask relevant and necessary questions in order to do so. • are able to develop and justify policies for the reform of society and state and put them in the context of capacity development.

	<ul style="list-style-type: none"> • are familiar with instruments and methods of capacity development and are able to select appropriate measures that support capacity development. • know the Millennium Goals in their historical context and are able to apply them at the level of capacity development and to discuss and evaluate them in case studies. • know the relationship between capacity development and change development and are able to develop case-specific change designs and approaches for their successful implementation. • are able to reflect on the different roles in projects of capacity development and change management and to take them into account in projects of capacity development. • are able to plan capacity development- and change projects in their "field" • are able to reflect case studies on capacity building and change management
Interdisciplinary Qualification Objectives:	
Course Content	<ul style="list-style-type: none"> • Definition Capacity Development / Change Management • Basic dimensions and approaches • Structures and roles • Processes – functional-group-dynamic • People – how to communicate; conflicts and interests • How to set up a capacity development- and change project • instruments
Courses	
Lecturer	Course Title (Proposed Contact Hours)

Jürgen Kegelmann/ Harlan Cloete	Content and goals
	Levels – micro-meso-macro – a systemic approach
	Instruments – a tool box
	Capacity Development as Change Process: Initiation, design and implementation of CD
	Participation, power and interests
	Case studies

Module 7: Intercultural Competence and Conflict Transformation					
Semester	Frequency of the Module	Duration	Type of Module	ECTS Credits	Student Workload
1, 2, 3	Begins in the winter semester	3 semesters	Mandatory module	9	In total 270 h, including 70 contact hours, 200 h self-study
Requirements for Participation					
Requirements for Participation		none			
Applicability					
Applicability		Master Program „Public Management in International Cooperation – Designing African-European and Intra-African Relations“			
Requirements for the award of ECTS credits					
Requirements for the award of ECTS credits (Type of Examination/ Duration of Examination)		Participation in the attendance days (min. 75%); Students have to pass the essay (= type of examination) with at least the grade “sufficient”. Weighing in overall grade: 9%			

<p>Teaching and Learning Methods</p>	<p>Blended-Learning-System: Videos, Study Questions and Proposals, Group and Individual Coaching, Learning Diary</p> <p>Self-study: Study letters in preparation for the attendance days. They are didactically prepared in such a way that they can be worked on independently by the students, according to their own schedule and location-independent.</p> <p>Classroom study with application and knowledge transfer through the use of activating teaching and learning methods for the development of problem-solving strategies for practice and reflection on practice. E.g. seminar, group work, project work, methods to support a deeper self-reflection, role and simulation games.</p>
<p>Module Coordinators</p>	<p>Prof. Dr. Beatrice Hurrle (Kehl, Coordinator); supported by Prof. Dr. Jürgen Fischer (for presence phase Addis Ababa), Prof. Dr. Andreas Pattar (for presence phase Dakar), Dr. Dirk Brand (for presence phase Stellenbosch)</p>
<p>Qualification Objectives</p>	
<p>Specialised Qualification Objectives:</p>	<p>The students</p> <ul style="list-style-type: none"> • understand the characteristics of intercultural interaction and critically reflect on their meaning for themselves • Can analyse culturally different perception and communication styles, value systems and management patterns and assess their importance for various selected political and administrative systems • Can analyse intercultural conflict situations and apply conflict transformation strategies for an understanding across cultural borders • Are able to cooperate in cross-border networks and thereby overcome language and cultural barriers, and to assess this progress

Interdisciplinary Qualification Objectives:	
Course Content	<ul style="list-style-type: none"> • Basics of intercultural interaction (intercultural competence, perception, (non)verbal communication, identity, stereotypes) • Cultural standards and cultural dimension research • Intercultural comparison of management • Comparison of Francophone and Anglophone African cultures with a focus on ethnicity, language and religion • Interculturality, conflict transformation and cooperation strategies • Managing Diversity • Political and cultural systems of the participating countries
Courses	
Lecturer	Course Title (Proposed Contact Hours)
Beatrice Hurre / Dirk Brand	Cultural Debriefing
N.N.	Management cultures in comparison
Andreas Pattar / Doris Dialer / Mame Bassi	Francophone vs. Anglophone in West-Africa: Ethnic, linguistic and religious gaps
Harlan Cloete / Jürgen Kegelmann	Managing Diversity: Interculturality and conflict transformation

Module 8: Public Financial Management					
Semester	Frequency of the Module	Duration	Type of Module	ECTS Credits	Student Workload
3	Winter semester	1 Semester	Mandatory module	8	In total 240 h, including 50 contact hours, 190 h self-study
Requirements for Participation					
Requirements for Participation		none			
Applicability					
Applicability		Master Programme „Public Management in International Cooperation – Designing African-European and Intra-African Relations“			
Requirements for the award of ECTS credits					
Requirements for the award of ECTS credits (Type of Examination/ Duration of Examination)		Participation in the attendance days (min. 75%); Students have to pass the case study with presentation (= type of examination) with at least the grade “sufficient”. Weighing in overall grade: 9 %			

<p>Teaching and Learning Methods</p>	<p>Blended-Learning-System:</p> <p>Self-study: Study letters in preparation for the attendance days. They are didactically prepared in such a way that they can be worked on independently by the students, according to their own schedule and location-independent</p> <p>Classroom study with application and knowledge transfer through the use of activating teaching and learning methods for the development of problem-solving strategies for practice and reflection on practice. E.g. seminar, group work, project work, methods to support a deeper self-reflection, role and simulation games.</p>
<p>Module Coordinators</p>	<p>Prof. Dr. Hansjörg Drewello Prof. Dr. Britta Kiesel</p>
<p>Qualification Objectives</p>	
<p>Specialised Qualification Objectives:</p>	<ul style="list-style-type: none"> • The students are able to analyse the most important sources of income at local and regional level (taxes, fees, allocations, donor financing) • The students are able to analyse the relationship between competitiveness and revenue situation • The students are able to analyse factors influencing competitiveness and regional cooperation opportunities • The students have knowledge and application of the controlling cycle • The students are able to analyse relevant risks and apply organisational regulations to avoid them.
<p>Interdisciplinary Qualification Objectives:</p>	<p>The students have the following social skills:</p> <ul style="list-style-type: none"> • work in small, heterogeneous groups (dealing with diversity), • ability to take criticism, • ability to deal with conflict, • ability to cooperate;

	<ul style="list-style-type: none"> • intercultural understanding; • self-reflection (questioning one's own worldview and values, reevaluate one's own thinking and behaviour patterns); • development of innovative and sustainable solutions; • ability to act independently.
Course Content	<p>8.1. The region as an area of action for economic actors 8.2. Regional competitiveness 8.3. Generate revenue at regional and local (sub-national) levels 8.4. Allocation of transfers, donor financing 8.5. Financial management and strategy 8.6. Financial controlling at regional and local (sub-national) level 8.7. Risk management, internal audit and governance</p>
Courses	
Lecturer	Course Title (Proposed Contact Hours)
Dirk Brand	Effective revenue management
Hansjörg Drewello	Regional development
Britta Kiesel	Financial controlling: strategy, planning and accountability
Deon van der Westhuizen	Effective risk management and governance

Module 9: Research Methods and Academic Writing					
Semester	Frequency of the Module	Duration	Type of Module	ECTS Credits	Student Workload
1, 2	Begins in the winter semester	2 semesters	Mandatory module	6	In total 180 h, including 40 contact hours, 140 h self-study
Requirements for Participation					
Requirements for Participation		none			
Applicability		Master Programme „Public Management in International Cooperation – Designing African-European and Intra-African Relations“			
Requirements for the award of ECTS credits (Type of Examination/ Duration of Examination)		Participation in the attendance days (min. 75%); Students have to pass the essay (= type of examination) with at least the grade “sufficient”. Weighing in overall grade: 8 %			

<p>Teaching and Learning Methods</p>	<p>Module 9 takes place before Module 10. It spans three attendance phases. From the beginning the students should work on their own research projects, which ideally leads to their own master thesis. The various aspects of “Research Methods and Scientific Writing” should be applied step by step to their own research project.</p> <p>Blended-Learning-System:</p> <p>Mandatory readings in preparation for the attendance days.</p> <p>During the attendance days, explanations of the content and exercises (e.g. finding a research question, developing a research design, citation etc.). Exercises partly in groups to deal with different levels and understandings.</p> <p>After the attendance phases, application of what has been learned to the student’s own research projects.</p>
<p>Module Coordinators</p>	<p>Prof. Dr. Anne Eppler</p> <p>Prof. Dr. Jürgen Fischer</p> <p>Prof. Dr. Andreas Pattar</p>
<p>Qualification Objectives</p>	
<p>Specialised Qualification Objectives:</p>	<ul style="list-style-type: none"> • The students are able to classify different scientific understandings. • The students have the knowledge of research designs and are able to implement them. • The students can deal with literature from research to citation. • Students are able to differentiate and apply different scientific methods: qualitative, quantitative and comparative methods as well as methods of legal knowledge and evaluation. • The students are able to question academic probity.

	<ul style="list-style-type: none"> • The students are able to write and publish academic texts.
<p>Interdisciplinary Qualification Objectives:</p>	<p>The students have the following social skills:</p> <ul style="list-style-type: none"> • work in small, heterogeneous groups (dealing with diversity), • ability to take criticism, • ability to deal with conflict, • ability to cooperate; • intercultural understanding; • self-reflection (questioning one's own worldview and values, reevaluate one's own thinking and behaviour patterns); • development of innovative and sustainable solutions; • ability to act independently.
<p>Course Content</p>	<p>9.1. What is science?</p> <ol style="list-style-type: none"> Different understandings of science and disciplines Research design: research questions, theses, hypotheses, operationalisation <p>9.2. Dealing with scientific and academic literature</p> <ol style="list-style-type: none"> Research (library, online etc.) Academic Probity (copy right, plagiarism etc.) Citation <p>9.3. Methods</p> <ol style="list-style-type: none"> Qualitative research methods Quantitative research methods Methods of legal knowledge (legal methods) Comparative research <p>9.4. Evaluation</p> <ol style="list-style-type: none"> Definitions, concepts and historical development of evaluation Models of evaluation: <ul style="list-style-type: none"> – Quality criteria

	<ul style="list-style-type: none"> - Evaluation standards - Subject of evaluation: states - Subject of evaluation: changes - Subject of evaluation: effectiveness <p>c. Statistical and methodological basis of evaluation d. Planning of evaluation projects</p> <p>9.5. Academic Writing</p> <ul style="list-style-type: none"> a. What is an exposé? b. Quality criteria of scientific texts c. Writing in a foreign language d. Publishing
Courses	
Lecturer	Course Title (Proposed Contact Hours)
Jürgen Fischer / Anne Eppler / Andreas Pattar	What is science?
Bibliothek der HS Kehl	Literature Research
Anne Eppler	Qualitative research methods and comparative research
Andreas Pattar	Methods of legal knowledge (legal methods)

Jürgen Fischer	Quantitative research methods
Jürgen Fischer / N.N.	Evaluation
Andreas Pattar / Doris Dialer	Academic Probity
Anne Eppler / Doris Dialer / Andreas Pattar	Academic Writing

Module 10: Master Thesis and Defence					
Semester	Frequency of the Module	Duration	Type of Module	ECTS Credits	Student Workload
3, 4	Begins in the winter semester	1 Semester	Mandatory module	20	In total 600 hours, including 30 contact hours, 570 hours self-study
Requirements for Participation					
		According to § 10 par. 7 of the Study and Examination Regulations, admission to this module can be refused if the student has not attended more than 20 % of the scheduled attendance hours for all modules. In such cases, the examination committee may also make admission to the Master's thesis dependent on the completion of further work requirements.			
Applicability					
		Master Programme „Public Management in International Cooperation – Designing African-European and Intra-African Relations“			
Requirements for the award of ECTS credits					
(Type of Examination/ Duration of Examination)		Participation in the master's colloquium (at least 75%) and a master thesis with a grade of at least "sufficient" (time for the master thesis: 5 months) with oral defence (duration: 20 minutes). Weighting in the overall grade: 25 %			

Teaching and Learning Methods	(Team-) presentation, group discussions, working on a scientific problem with practical relevance.
Module Coordinators	Prof. Dr. Andreas Pattar
Qualification Objectives	
Specialised Qualification Objectives:	<ul style="list-style-type: none"> • The students are able to analyse problems from science and practice with scientific methods from the content of the modules, and to develop practical solutions. This will be reflected in the master thesis, in which they can apply the learned methods over a longer period of time. • Coaching should enable them to successfully find a research topic and develop a research design for the master thesis. • They present their interim work results and put them up for discussion in order to make further progress through the inclusion and implementation of constructive peer group criticism. • Disputation training
Interdisciplinary Qualification Objectives:	The students have the following social skills: <ul style="list-style-type: none"> • work in small, heterogeneous groups (dealing with diversity), • ability to take criticism, • ability to deal with conflict, • ability to cooperate; • intercultural understanding;

	<ul style="list-style-type: none"> • self-reflection (questioning one's own worldview and values, reevaluate one's own thinking and behaviour patterns); • development of innovative and sustainable solutions; • ability to act independently.
Course Content	<ul style="list-style-type: none"> • Finding a topic, structure and design of a master thesis • Discussion of the work results and implementation of constructive criticism. • Simulation of the disputation
Courses	
Lecturer	Course Title (Proposed Contact Hours)
Andreas Pattar/N.N.	Master colloquium