



EVANGELISCHE HOCHSCHULE RHEINLAND-WESTFALEN-LIPPE
Protestant University of Applied Sciences

DEPARTMENT I: SOCIAL WORK, EDUCATION AND DIACONIA

M.A. study programme:
Management in Private and Protestant-based
Social Welfare Organisations
(Duration: 4 semesters / full-time)

Module Handbook¹

Valid for students from winter semester
2020/2021

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NOTE:

The module handbook is legally valid only and exclusively in the original German version.
The English translation merely serves as guidance and orientation.

1. Objective of the study programme

Private and protestant-based social welfare organisations are currently undergoing a process of change. Competitive structures are in the meantime widespread in the social economy, with the result that facilities and services are faced with the need for constant and repeated innovativeness in the provision of their services as a means of setting themselves apart from the competition and securing competitive advantages for themselves. Social work and socioeconomical professionalism in the sense of a constructive and productive combination of normatively substantiated professionalism and economic rationale is a premise for the lasting success of private and protestant-based social welfare organisations.

The degree programme deliberately avoids pursuing an avenue that is exclusively oriented towards the mediation of distinctly business-administrative knowledge and practical skills. These skills do constitute an indispensable professional point of reference, yet the distinctiveness of the consecutive M.A. study programme in Management in Private and Protestant-based Social Welfare Organisations lies in its combination of specifically ethical and theological and/or diaconal skills with organisational, socioeconomical and social legislation skills. The directional focus of the study programme reflects the diagnosis that the core competences for coping with radical changes in the social economy lie in the relationship of (creative) tension between professionalism of a social-work or diaconal-science nature and motivation on the one hand and a complementary knowledge of management on the other. All three dimensions and how they relate to each other are included in the study programme.

The focus of the study programme is not so much on acquiring skills in specific fields in the social and healthcare services. Far rather, it is structured in such a way as to mediate general skills that can be put to use in widely varied areas of work. This takes into account the fact that staff are increasingly required to demonstrate a high degree of flexibility. Focussing too narrowly on individual (specialist) areas of work such as youth welfare or assistance for the disabled, for example, would be counterproductive for anyone entering or changing their profession. For that reason, the option for a more generalist education has been given preference.

The M.A. study programme mediates theoretical and analytical skills that are of relevance for managerial activities. These include the ability to think abstractly and systematically, to recognise new problem complexes and to act innovatively. A specific objective is to impart and encourage social skills relating both to leadership and to working in teams and to communication with diverse stakeholder groups are team. Encouraging independent thinking and creativity, openness and a responsible approach to pluralism are also crucial components of the study programme.

Scientific knowledge and profound practical professional skills in the field of management in private and protestant-based social welfare organisations are taught in the course of the study programme. These form a crucial basis for the ability to respond appropriately to the challenges with which the social sector is faced. By means of engaging with scientific theories and concepts, students are put in a position enabling them to reflect critically on the relevance of

theories for the social economy, to adjudge the transferability of concepts to and for concrete practice, and to identify and assess the normative content of various theoretical approaches.

The Management in Private and Protestant-based Social Welfare Organisations M.A. study programme places great importance on practical orientation, that is, the transfer of theoretical approaches to the practice of management activities. The study programme is consciously interdisciplinary in design. It brings together bodies of knowledge and action orientation from a wide range of disciplines and fields of practice that are of particular relevance for a modern style of management in private and protestant-based social welfare organisations that is in keeping with the times. The mediation of theoretical skills serves as a basis enabling students to work out solution-oriented concepts for familiar and new problem complexes. The mediation of key qualifications specific to students' potential operational fields (e.g., dealing creatively with difference, cooperating with extraneous partners from other subject areas, engaging productively with challenges of a non-scientific nature) is of prime importance.

2. Structure of the study programme

The course is designed as a full-time study programme with a duration of four semesters. Study days are Tuesdays and Wednesdays. In addition to these, there are occasional teaching blocks, primarily at the weekend (Friday/Saturday). Since the study programme only begins every second semester, the courses are each held (every other semester) with the respective (bi-) annual frequency. The study programme consists exclusively of compulsory course elements.

Besides the full-time studies variant, it is also possible to take the course as a part-time option with a duration of six semesters, for example. The target group of the study programme is students who have already completed a first degree, and whose life situations are in part determined by their work and their family. As a result, there is a need for some of those in the target group to pursue a part-time variant, and the course is suitable for this. For more details, please consult the relevant sample study schedule on page six of this module handbook for the M.A. in Management in Private and Protestant-based Social Welfare Organisations.

There are ten modules to be completed in the course of the four-semester study programme. The first three modules relate to the parameters for management activities in private and protestant-based social welfare organisations. These are followed by five further modules dealing with general and specialised social management topics. In the two final modules – the practical research project and the Master's thesis – the centre of focus is on students' own academic research. The sequence of the modules reflects the internal structure of the four-semester study programme. It is not identical to the sequence of the modules in the planned course of studies.

Modules 1 to 3 address the issue of parameters for private and protestant-based social welfare organisations. In Module 1 involves reflection on ethical, anthropological, diaconal, socio-political and economic foundations that are of relevance for private and protestant-based social welfare organisations, taking current developments as examples for discussion. Module 2 explores legal and legislative questions. Besides social benefits legislation, this module also includes courses on church law and employment law as well as anti-discrimination law. Module 3 takes a detailed look at specific structures that are characteristic for the social sector, a knowledge of which is accordingly indispensable for management activities in social enterprises.

Management work is always located and conducted in a sector-specific context. The basic framework that is relevant for private and protestant-based social welfare institutions constitutes the content of Modules 1 to 3. Accordingly, these modules form the basis for the central topics of social management, which form the subject matter for Modules 4 to 8. Module 4 deals with important business management issues such as financing, accounting and controlling. Module 5 addresses selected aspects of facility management such as quality management and social marketing. Modules 6 and 7 relate to topics that are especially important for private and protestant-based social welfare organisations, namely personnel management and organisational and personnel development. Module 6 lays the theoretical foundations in the field of personnel management for an in-depth investigation of selected questions of organisational and personnel development in Module 7. Finally, Module 8 sets the focus on management skills that are relevant for socio-spatial and networked operations. This includes reflecting on the relationship between church parishes and diaconal facilities as well as an examination of the range of socio-spatial offers provided by other agents and/or networks.

The practical research project (Module 9) offers a framework within which students can enhance their empirical social research knowledge and skills, so that they are qualified for the empirical inquiries of their own that they will conduct in this module. Students then give evidence of their academic skills and competencies in the Master's thesis (Module 10).

3. Module overview

Module		Credit points
1	Foundations in social management	12
2	Legislation for social services and facilities	12
3	Parameters for social welfare organisations	12
4	Business studies for social welfare enterprises	12
5	Facility management	12
6	Personnel management	6
7	Organisational and personnel development	12
8	Aspects of socio-spatial work	6
9	Practical research project	12
10	Master's thesis	24
		120

4. Sample study schedules

Schedule for full-time studies (4 semesters)

1st semester	Module 1 Foundations in social management	Module 3 Parameters for social welfare organisations	Module 2 Legislation for social services and facilities	Module 4 Business studies for social welfare enterprises
2nd semester.	Module 6 Personnel management	Module 9 Practical research project		
3rd semester	Module 7 Organisational and personnel development		Module 5 Facility management	
4th semester			Module 8 Aspects of socio-spatial work	Module 10 Master's thesis

Schedule variant for part-time studies (6 semesters)

1st semester	Module 1 Foundations in social management	Module 2 Legislation for social services and facilities	Module 4 Business studies for social welfare enterprises
2nd semester			
3rd semester	Module 3 Parameters for social welfare organisations	Module 5 Facility management	
4th semester	Module 6 Personnel management	Module 9 Practical research project	Module 8 Aspects of socio-spatial work
5th semester	Module 7 Organisational and personnel development		
6th semester	Module 10 Master's thesis		

5. Forms of assessment

1	Foundations in social management	Portfolio
2	Legislation for social services and facilities	Written exam
3	Parameters for social welfare organisations	Term paper
4	Business studies for social welfare enterprises	Portfolio
5	Facility management	Written exam
6	Personnel management	Term paper
7	Organisational and personnel development	Portfolio
8	Aspects of socio-spatial work	Seminar paper and short presentation
9	Practical research project	Completion of a practical research project with portfolio
10	Master's thesis	Written Master's thesis and colloquium

Abbreviations:

C = compulsory course(s)

CP = credit points

h = hour(s)

S = seminar

SHW = semester hours per week

Note

1. Courses are listed by way of example in the module descriptions in order to lend transparency to the composition and inner structure of the module.

2. In order to ensure the equal treatment during their studies of students who are handicapped and/or chronically ill, students with a migration history and students in special crisis situations in their lives, it is important to make sure that, in exceptional and duly justified cases, the completion of the modules is facilitated in an appropriate form. Fuller details are laid down in the examination regulations.

Management in Private and Protestant-based Social Welfare Organisations (M.A. study programme)

Module 1: Foundations in social management

Status Compulsory	Workload 300 h	Credit points 12
Duration 1 semester	Semester 1st semester	Frequency Every other semester

Applicability of the module:

Course requirements: none

Skills and qualification goals:

1. Professional skills:

a. Knowledge:

Students will examine examples not only of the anthropological, ethical or religious rationale, but also of the historical constellations that led to the emergence of helping, specifically focussing on its relevance for private and protestant-based social welfare organisations. Students will be familiarised with the international debate on welfare as well as with the structures of national and international (specifically European) social and health policies. They will have gained a detailed overview of current political and economic parameters relating to management in private and protestant-based social welfare organisations.

b. Practical skills:

Students will have the ability to recognise and adjudge normative implications of organised supportive action for themselves. They will be able to explain and critically reflect on the specifics of the German social state model as opposed to other types of welfare state. They will be in a position to identify social processes, current areas of conflict and relevant controlling systems and their implications for the development of private and protestant-based social welfare organisations and the respective management action.

2. Personal skills:

a. Social skills:

Students will be able to substantiate their own positions on central socio-political and socio-economic discourses and to present them comprehensibly.

b. Individual skills:

Students will be able to analyse the normative challenges of organised supportive action with the help of basic (socio-) ethical concepts and to reflect on them with respect to their professional self-perception.

Teaching content:

The skills and goals listed will be concretised by way of example in the following teaching content:

- Church welfare work – theological justification and normative implications
- Subsidiarity, public welfare and the common good
- From corporatism to social economy
- Welfare state – economic and political interpretations

Courses:	Teaching method	Course status	Contact time	Independent study
Course 1: Ethical and anthropological foundations	S	C	2 SHW/30 h	45 h
Course 2: Socio-political foundations	S	C	2 SHW/30 h	45 h
Course 3: (Macro-) economical foundations	S	C	2 SHW/30 h	45 h
Course 4: Typical challenges for social management	S	C	2 SHW/30 h	45 h

Requirements for credit points to be awarded: Portfolio

Selection options: none

Compensation options: none

Management in Private and Protestant-based Social Welfare Organisations (M.A. study programme)

Module 2: Legislation for social services and facilities

Status Compulsory	Workload 300 h	Credit points 12
Duration 2 semesters	Semester 1st and 2nd semester	Frequency Every other semester

Applicability of the module:

Course requirements: none

Skills and qualification goals:

1. Professional skills:

a. Knowledge:

Students will have a profound knowledge of selected legal bases that are of specific significance for private and protestant-based social welfare organisations. They will have familiarised themselves in depth with the general principles of social law including procedural law and judicial protection as well as specific social benefit regulations (Sections II – XII of the German Social Code = *Sozialgesetzbuch*). They will have a detailed knowledge of the structure and modus operandi of social service providers, of independent welfare organisations and church and of the legal principles relating to the financing and organisation of these bodies and how they are treated in accordance with tax law. Students will have specialist legal knowledge relating to church and protestant-based social welfare at their disposal. They will have a profound knowledge of such basics in employment and antidiscrimination law as are necessary for management activities in private and protestant-based social welfare organisations.

b. Practical skills:

Students will be so familiar with the relevant legal material as to be capable of assessing and presenting its relevance for management activities. They will be in a position to identify and critically assess the special legal features in church and protestant-based social welfare and their relevance for management work. Students will be profoundly qualified to deal with social law cases in an interdisciplinary perspective. They will be able to move a case or problem towards a solution within a limited period of allocated time.

2. Personal skills: Social skills:

Students will be in a position to document their legal knowledge in spoken and written presentations.

Teaching content:

The skills and goals listed will be concretised by way of example in the following teaching content:

- Social administration law with procedural law
- The social security system in Germany
- Facility financing law
- Data protection in social work
- Employment law with a special focus on church employment law and of antidiscrimination law
- Church organisational law

Courses:	Teaching method	Course status	Contact time	Independent study
Course 1: Social benefits law	S	C	2 SHW/30 h	45 h
Course 2: Law in church and protestant-based social welfare work	S	C	1 SHW/15 h	22,5 h
Course 3: Selected aspects of social services and social facility law	S	C	2 SHW/30 h	45 h
Course 4: Employment law	S	C	1 SHW/15 h	22.5 h
Course 5: Antidiscrimination law	S	C	2 SHW/30 h	45 h

Requirements for credit points to be awarded: Written exam (2 hours)

Selection options: none

Compensation options: none

**Management in Private and Protestant-based Social Welfare Organisations
(M.A. study programme)**

Module 3: Parameters for social welfare organisations

Status Compulsory	Workload 300 h	Credit points 12
Duration 1 semester	Semester 1st semester	Frequency Every other semester

Applicability of the module:

Course requirements: none

Skills and qualification goals:

1. Professional skills:

a. Knowledge:

Students will have a wide and integral knowledge of the structures within which social services are provided. They will be familiar with the rationale behind the activities of public and independent providers and will have a profound knowledge of social planning. They will have a comprehensive overview of a variety of controlling rationale in public and non-profit organisations and profound knowledge with regard to the necessary acquisition of information. They will have a detailed knowledge of association research and will be familiar with the current status of academic discussion in this area.

b. Practical skills:

Students will be in a position to evaluate current developments with respect to their implications for private and protestant-based social welfare organisations. They will be able to classify the protestant-based “Diakonie” and other welfare organisations and their structures historically and ethically and to reflect critically on them.

2. Personal skills: Social skills:

Students will be capable of consensus-oriented positioning of themselves in social planning processes. They will be able to advocate and explain normative and strategic management decisions.

Teaching content:

The skills and goals listed will be concretised by way of example in the following teaching content:

- Planning and controlling rationale in public administration
- Rationale behind the action and controlling of independent providers
- Welfare organisations
- Socio-spatial orientation

Courses:	Teaching method	Course status	Contact time	Independent study
Course 1: Normative and strategic management	S	C	2 SHW/30 h	45 h
Course 2: “Diakonie” and other welfare organisations	S	C	2 SHW/30 h	45 h
Course 3: Social planning and controlling	S	C	2 SHW/30 h	45 h
Course 4: Current developments in private social welfare	S	C	2 SHW/30 h	45 h
Requirements for credit points to be awarded: Term paper (24,000-30,000 characters)				
Selection options: none				
Compensation options: none				

**Management in Private and Protestant-based Social Welfare Organisations
(M.A. study programme)**

Module 4: Business studies for social welfare enterprises

Status Compulsory	Workload 300 h	Credit points 12
Duration 2 semesters	Semester 1st and 2nd semester	Frequency Every other semester

Applicability of the module:

Course requirements: none

Skills and qualification goals:

1. Professional skills:

a. Knowledge:

Students will obtain a profound knowledge of the principles of economic thinking in their specific relevance for private and protestant-based social welfare organisations. They will have a specialised knowledge of the operative and strategic controlling questions that arise in these social enterprises as well as detailed knowledge of financing options and opportunities and financing strategies.

b. Practical skills:

On the basis of their knowledge of accounting and of management or cost/performance accounting, the students will be in a position to assess and critically evaluate the relevance, significance and validity of financial and controlling data. They will be able to apply controlling instruments to solving not only strategic but also operative questions arising in social enterprises with a variety of areas of activity, and they will be able to put their accounting and financing knowledge into practice both conceptionally and in negotiations with service providers.

2. Personal skills:

Individual skills:

Students will engage independently, especially with questions of service financing and controlling, and they will deduce new topics for social enterprises in this field.

Teaching content:

The skills and goals listed will be concretised by way of example in the following teaching content:

- Concepts of business administration
- Cameralistics / fiscal accounting and double-entry book-keeping
- Cost type, cost centre, and cost unit accounting
- Methods of strategic and operative controlling
- Business administration financing and socio-economical financing

Courses:	Teaching method	Course status	Contact time	Independent study
Course 1: Accounting for socio-economic organisations	S	C	2 SHW/30 h	45 h
Course 2: Cost/performance accounting	S	C	2 SHW/30 h	45 h
Course 3: Strategic and operative controlling	S	C	2 SHW/30 h	45 h
Course 4: Investment and financing	S	C	2 SHW/30 h	45 h
Requirements for credit points to be awarded: Portfolio				
Selection options: none				
Compensation options: none				

**Management in Private and Protestant-based Social Welfare Organisations
(M.A. study programme)**

Module 5: Facility management

Status Compulsory	Workload 300 h	Credit points 12
Duration 1 semester	Semester 3rd semester	Frequency Every other semester

Applicability of the module:

Course requirements: none

Skills and qualification goals:

1. Professional skills:

a. Knowledge:

Students will have a profound theoretical knowledge of management concepts for the social economy. They will have a differentiated understanding in relation to the socio-economic significance of brands. They will have engaged constructively with the challenges which social marketing and public relations work unavoidably encounter on account of the special expectations facing non-profit or charitable organisations from the perspective of the general public. Students will have a wide-ranging and comprehensive knowledge as regards the application and effects of quality management systems.

b. Practical skills:

Students will be in a position to develop, plan and implement specific facility and association strategies. They will be able to analyse the methodological concepts and structures of private and protestant-based social welfare facilities and, on that basis, to initiate and lead a successful “quality dialogue” with the players involved. They will be familiar with current topics in facility management such as innovation management, for example, and will be capable of classifying these topics in terms of their relevance for organisations in the social economy.

2. Personal skills:

Social skills:

Students will be capable, both didactically and professionally, of communicating the knowledge they have acquired to others. On account of their communicative competence and a fundamentally consensus-oriented attitude, they will be capable of developing and shaping networks.

Teaching content:

The skills and goals listed will be concretised by way of example in the following teaching content:

- Management of social enterprises
- The challenge of quality and methods of quality management
- Communication channels and strategies in the social economy
- Promoting innovation

Courses:	Teaching method	Course status	Contact time	Independent study
Course 1: Management concepts	S	C	2 SHW/30 h	45 h
Course 2: Quality management	S	C	2 SHW/30 h	45 h
Course 3: Social marketing and public relations work	S	C	2 SHW/30 h	45 h
Course 4: Current issues in facility managements	S	C	2 SHW/30 h	45 h

Requirements for credit points to be awarded: Written exam (2 hours)

Selection options: none

Compensation options: none

**Management in Private and Protestant-based Social Welfare Organisations
(M.A. study programme)**

Module 6: Personnel management

Status Compulsory	Workload 150 h	Credit points 6
Duration 1 semester	Semester 2nd semester	Frequency Every other semester

Applicability of the module:

Course requirements: none

Skills and qualification goals:

1. Professional skills:

a. Knowledge:

Students will have at their disposal a wide-ranging knowledge of central areas of personnel management. They will be familiar with the special challenges facing private and protestant-based social welfare organisation in respect to their personnel deployment. They will be acquainted with classic approaches to personnel management as well as with newer approaches of leadership theory.

b. Practical skills:

Students will be capable of reflecting on and presenting the special aspects of personnel management in private and protestant-based social welfare organisations. They will have a profound knowledge of and methodological competence in promoting motivation and resolving conflicts as integral elements of modern personnel management. They will develop their own concepts for complex personnel management questions in private and protestant-based social welfare organisations.

2. Personal skills:

a. Social skills:

Students will explain and support concepts they themselves have developed in interdisciplinary teams.

b. Individual skills:

Students will work out their own solutions for participative, consensus and value-oriented leadership strategies in various different types of private and protestant-based social welfare organisations.

Teaching content:

The skills and goals listed will be concretised by way of example in the following teaching content:

- Value creation approach
- Volunteer management
- Personnel requirements analysis
- Leadership theories
- Team work concepts

Courses:	Teaching method	Course status	Contact time	Independent study
Course 1: Personnel management in the social economy	S	C	2 SHW/30 h	45 h
Course 2: Leadership in private and protestant-based social welfare organisations	S	C	2 SHW/30 h	45 h

Requirements for credit points to be awarded: Term paper (18,000-22,500 characters)

Selection options: none

Compensation options: none

**Management in Private and Protestant-based Social Welfare Organisations
(M.A. study programme)**

Module 7: Organisational and personnel development

Status Compulsory	Workload 300 h	Credit points 12
Duration 1 semester	Semester 3rd semester	Frequency Every other semester

Applicability of the module:

Course requirements: none

Skills and qualification goals:

1. Professional skills:

a. Knowledge:

Students will have a profound knowledge of how to design processes of organisational and staff change. They will have a specialist knowledge of diversity management and other topical issues in organisational and personnel development.

b. Practical skills:

Students will be able to analyse needs for development in private and protestant-based social welfare organisations as required by the respective situation, and to initiate and critically reflect on change processes. They will be capable of putting aspects of diversity mainstreaming into practice culturally and institutionally in private and protestant-based social welfare organisations. They have at their command problem-solving competences in working groups.

2. Personal skills:

a. Social skills:

On the basis of the process analysis and change process knowledge they have acquired, the students will be able to analyse and shape team processes, for example. They will be able to communicate in working groups, to initiate cooperative processes, to give appreciative feedback and to deal constructively with competitive situations.

b. Individual skills:

Students will be able to reflect critically (self-perception and perception of/by others, etc.) on their attitude towards colleagues and/or management in various different contexts. They will work out their own concepts in response to topical issues in private and protestant-based social welfare organisations.

Teaching content:

The skills and goals listed will be concretised by way of example in the following teaching content:

- Organisational theory
- Shaping organisational change processes
- Theory and practice of diversity management
- Conflict management
- Health management
- Family-friendly corporate culture

Courses:	Teaching method	Course status	Contact time	Independent study
Course 1: Change management	S	C	2 SHW/30 h	45 h
Course 2: Selected aspects of personnel development	S	C	2 SHW/30 h	45 h
Course 3: Diversity management	S	C	2 SHW/30 h	45 h
Course 4: Current issues in personnel development	S	C	2 SHW/30 h	45 h

Requirements for credit points to be awarded: Portfolio

Selection options: none

Compensation options: none

**Management in Private and Protestant-based Social Welfare Organisations
(M.A. study programme)**

Module 8: Aspects of socio-spatial work

Status Compulsory	Workload 150 h	Credit points 6
Duration 1 semester	Semester 4th semester	Frequency Every other semester

Applicability of the module:

Course requirements: none

Skills and qualification goals:

1. Professional skills:

a. Knowledge:

Students will have gained exemplary knowledge of a theological, church social welfare and religious sociological nature on the rationale behind the activities of church and protestant-based social welfare players in the social environment. They will have gained a profound knowledge of cooperation and network strategies in selected fields of work amongst church parish, social-economy and other stakeholders in the social environment.

b. Practical skills:

Students will analyse the contribution of players at the local level in church parishes, in non-profit and charitable organisations and in civil society. They will design and evaluate exemplary provision structures in the social environment and identify need for change. They will be equipped with methodological skills for a (self-) evaluation of action in the social environment.

2. Personal skills:

a. Social skills:

Students will have developed their sensitivity to organisational cultures with a religious and ideological background and to their traditions of helping, as well as having acquired articulation skills in this respect. On the basis of this, they will be capable of cooperating constructively with various players in the social environment. They will be capable of advocating professional positions in relevant bodies in the social environment by virtue of their vocational mandate.

b. Individual skills:

Students will reflect on their own place in the synergy and interplay of various cultures of helping in the social environment.

Teaching content:

The skills and goals listed will be concretised by way of example in the following teaching content:

- Social relevance of the Christian faith
- Organisational forms of church and protestant-based welfare throughout history
- Milieu-sensitive parish and district work
- The significance of volunteer work in church and society
- Cooperation in the social environment
- Conceptualisation and evaluation of socio-spatial provision structures

Courses:	Teaching method	Course status	Contact time	Independent study
Course 1: Tradition and structures of church parish work and action	S	C	2 SHW/30 h	45 h
Course 2: Cooperation in the social environment	S	C	2 SHW/30 h	45 h

Requirements for credit points to be awarded: Seminar paper with short presentation

Selection options: none

Compensation options: none

**Management in Private and Protestant-based Social Welfare Organisations
(M.A. study programme)**

Module 9: Practical research project

Status Compulsory	Workload 300 h	Credit points 12
Duration 2 semesters	Semester 2nd and 3rd semester	Frequency Every other semester

Applicability of the module:

Course requirements: none

Skills and qualification goals:

1. Professional skills:

a. Knowledge:

Students will have a profound knowledge of epistemological principles, and of paradigms and approaches in empirical social research. They will be familiar with the methods and designs of quantitative and qualitative social research. They will have engaged with examples of current problems and developments relating to theory formation and research in the social and healthcare sector, especially with questions of practical and evaluation research. Students will be familiar with the procedures for submitting research applications, and for evaluating and implementing results or findings.

b. Practical skills:

Students will be capable of selecting the appropriate research methods with which to transfer or convert current issues in the social and healthcare sector into a research design.

2. Personal skills:

a. Social skills:

In contact with the various different stakeholders (facility management, test subjects, professional associations), students will be in a position to explain their research design and to acquire cooperation partners.

b. Individual skills:

Students will be in a position to develop, carry out and present a research project independently.

Teaching content:

The skills and goals listed will be concretised by way of example in the following teaching content:

- Quantitative and qualitative social research
- Practice and evaluation research
- Research designs
- Drawing up and analysing questionnaires
- Conducting and analysing interviews

Courses:	Teaching method	Course status	Contact time	Independent study
Course 1: Quantitative research methods	S	C	2 SHW/30 h	20 h
Course 2: Qualitative research methods	S	C	2 SHW/30 h	20 h
Course 3: Practical research project	S	C	1 SHW/15 h	160 h
Course 4: Project presentation	S	C	1 SHW/15 h	10 h
Requirements for credit points to be awarded: Completion of a practical research project and portfolio				
Selection options: none				
Compensation options: none				

Management in Private and Protestant-based Social Welfare Organisations (M.A. study programme)

Module 10: Master's thesis

Status Compulsory	Workload 600 h	Credit points 24
Duration 1 semester	Semester 4th semester	Frequency Every semester

Applicability of the module:

Course requirements: 54 credit points from the modules of the Management in private and protestant-based social welfare organisations M.A. study programme

Skills and qualification goals:

1. Professional skills:

a. Knowledge:

In the Master's thesis and the subsequent colloquium, students will document the fact that they have at their command an academically sound and wide-ranging understanding of management in relation to private and protestant-based social welfare organisations.

b. Practical skills:

From the perspective of the tasks posed by management activities, they will be capable of correlating bodies of knowledge from various different disciplines and theoretical contexts.

2. Personal skills:

a. Individual skills:

On the basis of their intensified and expanded specialist knowledge and abilities, students will be in a position to develop ideas and/or questions relating to management topics and to make suggestions for the subject matter of the Master's thesis. They will acquire the knowledge required in order to work independently on the subjects and present their findings in accordance with the criteria of academic work.

b. Social skills:

Students will be capable of presenting the findings of their Master's thesis orally in the context of the colloquium, as well as substantiating these findings, defending them and responding to new questions and issues.

Teaching content:

Selected contents from the full range of topics covered during the study programme.

For example:

- Current socio-political developments and their relevance for non-profit organisations
- Concepts for specific aspects of management activities in private and protestant-based social welfare organisations
- Cooperation, networking and other forms and structures of liaison in the social environment
- Establishing and setting up a social facility

Courses:	Teaching method	Course status	Contact time	Independent study
Course 1: Contact time with the thesis supervisor		C	5 h	20 h
Course 2: Preparation of the Master's thesis		C		525 h
Course 3: Colloquium		C	10 h	40 h

Requirements for credit points to be awarded: Written Master's thesis and colloquium (30 minutes)

Selection options: none

Compensation options: none