

I. Directory: Core Courses

The Policy Process: Policy Making in the European Union

ID MPP-C1-1004 **Instructor** Jachtenfuchs, Markus

Credits 6

The course offers an introduction to policy processes, exemplified by policy-making in the European Union (EU). It links analytical and practical questions about the policy process with the study of the EU as a political system. This course will teach you to understand how interactions in an institutionalized setting work. You will learn about theories of public policy analysis and acquire essential knowledge about the EU's institutional framework and policy-making procedures. This knowledge will not remain theoretical, but is put to practice in case study assignments focusing on specific EU policies. The aim of the course is twofold: to enable you to analyze public policy and make recommendations based on that analysis, and to provide you with an essential understanding of EU politics.

The course is organized in four parts. It starts out with an introduction to the essentials of EU Studies and Policy Analysis. Next, we study actor-centered institutionalism as an approach to policy research. This approach provides tools to systematically analyze policy problems and to make policy recommendations based on knowledge about policy choices and the nature of the political process. The third part looks into executive, legislative and judicial politics in the EU. The fourth part is focused on the analysis of specific EU policies.

Course time: Tuesdays, 14-16h

The Policy Process: Policy Analysis in a Development Context

ID MPP-C1-1011 **Instructor** Mungiu-Pippidi, Alina

Credits 6

In his classic comparison between policymaking in industrial and post-industrial nations Gabriel Almond showed the fundamental difference underpinning the policies problems that need to be solved in these two different contexts. In countries under development (or transition) the main goal of policymakers is to create national wealth, welfare systems, rule of law and to build a democratic society. In developed countries they deal more with the fine tuning of policies or the maintenance of systems already created, taking for granted the existence of rule of law or economic stability. This class deals with the first situation, so it focuses more on the developing world and Eastern Europe.

The fundamental objective of this class is to introduce students to policy analysis, a method used in preparing the decision-making in the policy formulation process, and its steps, ranging from problem definition, stakeholder analysis, options analysis to cost-effectiveness analysis. This is the standard methodology in a policy school and the likely method for your dissertation, used also in the other policy schools, notably at Kennedy School at Harvard. The end product is a memorandum based on options analysis that you submit to a 'client'.

Policy Analysis (PA) is the process through which we identify and evaluate alternative policies or programs that are intended to solve or attenuate public problems. The class is organized as a seminar, allowing you to learn through your case studies while covering the fundamental notions of theory as well. The topics are selected from transitional and development contexts and resemble many of those you shall meet in the real life.

Guests:

Michael Landesmann (<http://wiiw.ac.at/michael-landesmann-s-9.html>)

George Papandreou

(<http://http://archive.papandreou.gr/papandreou/content/Document.aspx?d=6&rd=7739474&f=-1&rf=-1&m=4553&rm=6262620&l=1>)

Course time: Tuesdays, 14-16h

The Policy Process: Foreign Policy

ID MPP-C1-1014 **Instructor** Walter-Drop, Gregor

Credits 6

Foreign policy is of increasing concern for a large variety of political actors. Being able to act internationally is of critical importance to achieve effective solutions for an ever increasing number of policy fields. Against this background, the course gives students an introduction to policy analysis applied to the field of foreign policy. Policy analysis provides tools to systematically analyse policy problems which can be used to make policy recommendations based on knowledge about policy choices and the nature of the political process. This approach will be linked to the vast body of knowledge represented by the academic discipline of International Relations in general and Foreign Policy Analysis in particular.

Empirically, the course focuses on foreign policy problems from different countries, most notably the US, Germany, and Poland. These countries not only illustrate very different kinds of foreign-policy institutions, they also represent different types of powers: The US as a globally active superpower, Germany as a major Western EU-member and Poland as new EU-member still in transformation.

Students successfully completing the course should be able to use the basic tools of policy analysis necessary to analyze problems of foreign policy. They should be able to write policy papers using a range of theoretical tools and to make informed policy recommendations from the perspective of various actors.

Adjunct information: Dr. Gregor Walter-Drop holds Masters degrees from the State University of New York and from Tübingen University and he passed his PhD in Political Science at the University of Bremen. Subsequently, he developed the Curriculum for the Hertie School of Governance in Berlin and moved on to an Assistant Professorship at Freie Universität Berlin in 2006. Since 2010 he has served as Managing Director of the Collaborative Research Center 700 "Governance in Areas of Limited Statehood" located at Freie Universität Berlin. He has specialized in International Relations and has published and taught in the fields of globalization, governance and foreign policy analysis.

Course time: Tuesdays, 16-18h

The Policy Process in Emerging Market Countries

ID MPP-C1-1016 **Instructor** Hallerberg, Mark

Credits 6

This course presents an introduction to the elements of policy process. How are policy problems put on the agenda of decision-making? What is a policy problem? Who are actors in the policy field and how do they interact? How do institutions influence the leverage of different groups in the policy-making process and what is the role of the broader socio- economic context? What role do ideas play in shaping problems and their suggested solutions? In this context, we focus on one particular theoretical perspective, rational choice institutionalism, and we consider both the strengths and the weaknesses of the approach. Moreover, while most theory is written in a developed country context, we apply the arguments to the policy process in emerging market

countries. Course grading is based on two memo assignments, class participation, and a team project that includes both a joint paper and a joint presentation at the end of the semester.

Course time: Mondays, 10-12h

The Policy Process: Energy Policy

ID MPP-C1-1018 **Instructor** Kostka, Genia

Credits 6

This course presents an introduction to the elements of policy processes with a thematic focus on climate change and energy policies. Students will examine how interests, institutions, and ideas shaped climate change policy outcomes. How does cross-national variation in governments' capacity and willingness to pursue climate and energy policies affect policy outcomes? How do particular interest groups shape climate policy outcomes? Can different state-society relations explain differences in outcomes? How do ideas about climate and energy policy affect climate policy outcomes? And do policy processes differ in developed and developing countries, and if so, how?

The course provides students with an analytical toolkit for understanding the policy process dimensions of climate and energy policies. One important element of this course are student debates, where different policy topics will be debated, with one student group arguing pro and one student group arguing contra.

Course time: Thursdays, 14-16h

The Policy Process: Modern Media Democracies

ID MPP-C1-1019 **Instructor** Römmele, Andrea

Credits 6

This course aims to give students an introduction into public policy, policy analysis and the policy process with a specific focus on the role of media and communication. Public policies are governmental solutions/regulations addressing societal problems. Policymaking is a process which is affected by many social and economic factors and the media plays an integral role in shaping the social context in which policies are developed. The first goal of the course is to understand the steps of the policy process. How are policy problems put on the agenda of decision-making? What is a policy problem? Who are actors in the policy field and how do they interact? And what role does communication and media play in each of these steps?

In addition, students should gain insights as to how policies can help create change in the world. We will approach real world problems with an eye to policies, how they shape, form, reflect, and reorganize society. Students will create their own analyses of real problems and the policies that affect or have the potential to affect the course of events. We will apply theories to actual and hypothetical situations, urging students to be creative in their approaches to policy. This should enable course participants to confidently approach problems and propose policy solutions in interactions with stakeholders and other actors in their professional careers.

Course time: Thursdays, 14-16h

Public Management I

ID MPP-C3 **Instructor** Parrado Diez, Salvador

Credits 6

Public policy making relies on organisations: Ministries and central agencies make the policies –

they draft bills, negotiate with interest groups or design regulations. Public agencies, private sector organisations and NGOs deliver public services and implement public policies (i.e. schools, hospitals, social service agencies). This course is about the design and operation of these organisations that matter for public policy. The course introduces concepts that:

- Help students to understand how these organisations 'tick' internally, how they shape the design and implementation of public policies and how they can, in turn, be 'governed', and
- Engage with controversies regarding the design and operation of public organisations – such as the advantages and disadvantages of using market-type mechanisms to govern public services.

The major aim of this course is to equip students with an analytical 'tool-kit' that allows them to engage in real-world organisations' pertinent public management problems. Critical thinking about solutions offered in public and policy debates related to public management issues will be encouraged.

Adjunct information: Prof. Salvador Parrado regularly teaches public management and comparative administrations at the Spanish Distance Learning University (UNED) in Madrid. He has been commissioned to write several reports, alone or in co-authorship, for international organizations like OECD, SIGMA, UNDP, World Bank, Inter American Bank for Development and various national governments like Azerbaijan, Armenia, Georgia, Ukraine, Brazil, Chile, Czech Republic, France, Mexico, Norway, and Spain on different topics including co-production of services in different European countries, and strategies to improve user-focus policies. His articles and books focus on the civil service, comparative public administration and public management.

Course time:

Group E: Wednesdays, 08-10h

Group F: Wednesdays, 10-12h

Public Management I

ID MPP-C3

Instructor Wegrich, Kai

Credits 6

Public policy making relies on organisations: Ministries and central agencies make the policies – they draft bills, negotiate with interest groups or design regulations. Public agencies, private sector organisations and NGOs deliver public services and implement public policies (i.e. schools, hospitals, social service agencies). This course is about the design and operation of these organisations that matter for public policy.

The course introduces concepts that:

- Help students to understand how these organisations 'tick' internally, how they shape the design and implementation of public policies and how they can, in turn, be 'governed', and
- Engage with controversies regarding the design and operation of public organisations – such as the advantages and disadvantages of using market-type mechanisms to govern public services.

Course time:

Group C: Mondays, 16-18h

Group D: Tuesdays, 12-14h

Public Management I

ID MPP-C3

Instructor Bach, Tobias

Credits 6

Public policy making relies on organisations: Ministries and central agencies make the policies – they draft bills, negotiate with interest groups or design regulations. Public agencies, private sector organisations and NGOs deliver public services and implement public policies (i.e. schools, hospitals, social service agencies). This course is about the design and operation of these organisations that matter for public policy.

The course introduces concepts that:

- Help students to understand how these organisations 'tick' internally, how they shape the design and implementation of public policies and how they can, in turn, be 'governed', and
- Engage with controversies regarding the design and operation of public organisations – such as the advantages and disadvantages of using market-type mechanisms to govern public services.

Course time:

Group A: Mondays, 14-18h

Group B: Tuesdays, 12-14h

Statistics I

ID MPP-C5

Instructor Kayser, Mark Andreas

Credits 6

This course offers an introduction to quantitative research methods for public policy. By the end of the semester, students should have a better acquaintance with quantitative methods conducive to empirical policy research and the ability to understand and critique the techniques employed by others. No prior knowledge of statistics is assumed and we will make every effort to address concepts both quantitatively and theoretically. Additionally, every student will attend a weekly lab session run by a teaching assistant in which concepts will be reinforced, where possible, through hands-on application using Stata. The goal of this course is not only to produce sophisticated consumers of quantitative research but to provide the necessary skills for students to conduct their own research. Attendance in both lecture and lab is mandatory. Labs start in the first week of classes.

Please note: students with a strong statistic background can apply for a waiver and attend the **Statistics II** course instead. Please contact the MPP team (mpp-team@hertie-school.org) with an information on your prior statistic knowledge if you are interested in this option until **4 September**.

Course time:

Group A: Mondays, 12-14h

Group B: Mondays, 14-16h

Statistics II

ID MPP-C6

Instructor Kreyenfeld, Michaela

Credits 6

This course focuses on multivariate statistical methods. It starts with a (brief) review of ordinary least squares regression (OLS), and then quickly progresses to more advanced regression methods for categorical and longitudinal data. In the first half of the course, particular attention is paid to logistic regression techniques. Students are expected to become familiar with the basic principles of logistic regression (interpretation of odds ratios, maximum-likelihood method, and goodness of fit statistics). The second part of the course will deal with longitudinal data, which is considered as a data structure that allows for improved causal modeling. Fixed effects modeling will be addressed here in particular. As this is an applied course, students are expected to conduct their own statistical analysis with micro-level data. The data for this course come from Census data, the International Social Survey Programme (ISSP), and the Survey of Health, Aging and Retirement (SHARE).

This course is offered as the advanced replacement course for the C5 Statistic I course. Students interested in this course please send an email to the MPP team (mpp-team@hertie-school.org) with an information about prior statistics knowledge.

French minister of Finance and was later appointed Executive President of the French prime minister's Council of Economic Analysis (2001-2002). From 2002 to 2004, he was senior adviser to the director of the French Treasury. From 2005 to 2013 he was the Director of Bruegel, the Brussels-based economic think tank.

Pisani-Ferry has held teaching positions with various universities including the Université Paris-Dauphine, the Ecole polytechnique and the Université libre de Bruxelles. In 2006-2007, he was president of the French economic association. Until 2012 he was a member of the Council of Economic Analysis, an independent advisory body reporting to the French PM.

Course time: Fridays, 10-14h & selected dates

II. Directory: Elective Courses

Organizational Failure

ID MPP-E1023 **Instructor** Seibel, Wolfgang

Credits 6 **Concentration** MPP - Public Management

The course's main goal is to instruct students in making in-depth inquiries into complex cases of ill-fated policies and organizations based on causal process tracing and a chosen theoretical framework. This is done through the analysis of organizational failure and public policy disasters from a variety of perspectives in an attempt to enable students to assess the risks of failure and to contribute to appropriate risk avoidance strategies. The Empirical Cases to be analyzed fall into three different categories, (I) Socio-technical Systems (The Three Miles Island Nuclear Plant Disaster of 1979 and the Fukushima Accident of 2011, The Space Shuttle Challenger Accident of 1986, The Gulf of Mexico Oil Spill of 2010), (II) International Organization and Security Agencies (The collapse of the UN Mission and the subsequent genocide in Rwanda in 1994, The inability of the international community to protect the UN "Safe Area" Srebrenica during the Bosnian War in 1995, The failure of US security services prior to 9/11 to analyze the terrorist threat and to prevent the attack of September 11, 2001), (III) Civil Administration (The endemic practice of child abuse in the Church related institutions in Ireland and the inability and/or unwillingness of Church and state administration to take appropriate counter-measures, The Loveparade disaster in the city of Duisburg, Germany, of July 24, 2010, The serial killing of immigrants and the failure of German security agencies since the late 1990).

Adjunct information: Dr. Wolfgang Seibel is a Professor of political and administrative sciences at the University of Konstanz, Germany. He was a guest professor at the University of California at Berkeley, at the Institute for Advanced Studies in Vienna and at Stanford University, twice a temporary member of the Institute of Advanced Study, Princeton, and a Fellow of the Wissenschaftskolleg zu Berlin. He is also a member of the Heidelberg Academy of Science and a member of the board of the Center of Excellence "The Cultural Foundations of Social Integration" at the University of Konstanz. His research focuses primarily on the political functions of public administration and different types of interme-diary or transitory organizations such as civil society and non-profit organizations, networks, the interim administrative bodies of German reunification, occupation regimes and international interim administration.

For students in the Public Management track. But students who are not in this track can also enroll.

Course time: Fridays, 14-18h*

*irregular dates (see course plan for specific dates)

Welfare States & Health Policy

ID MPP-E1069 **Instructor** Hurrelmann, Klaus

Credits 6

The first part of the course focuses on the topic of health and wellbeing as an important feature of modern lifestyle and provides an analysis of crucial health determinants. The focus is on the interrelation between political traditions of different countries and their appropriate public and health policy. Students will be introduced to the theory and methodology of identifying ideal types of welfare states and their relative importance for (public) health policy.

The second part introduces empirical epidemiological strategies to identify main indicators of the quality of health of the population. Special focus is on the link between welfare state characteristics, economic and social inequalities, and health inequalities between different groups of the population according to socioeconomic status, education, gender, age, migration status, and ethnic and religious background. The role of health literacy in promoting better health outcomes will be analyzed.

In the third part, students will be supported in starting a research analysis on the interrelation of welfare state policy traditions, public policy, public health policy, and health outcome. The analysis should include a comparative approach that encompasses at least two countries. Among other sources, OECD data banks can be used as an empirical basis.

The last part focuses on the description and analysis of political strategies of countries with different welfare policy traditions to improve the health status of the entire population and tackle health inequalities.

Course time: Tuesdays, 14-16h

Strategy, Organisation & Regulation

ID MPP-E1087 **Instructor** Grüner, Hans Peter

Credits 6

This course provides students with analytical tools for a better understanding of strategic interaction. We apply these tools to study the interaction of individuals in various political, legal and economic institutions. Game theory attempts to predict the behavior of individuals in situations with strategic interaction. The first part of the course introduces fundamental concepts of game theory (game, strategy, equilibrium, private information, and mechanism design), applies them to important prototype-games, and confronts them with the empirical evidence on strategic human behaviour.

The second part of the course deals with issues in institutional design. Any political, legal, economic or social institution imposes a game upon the participating individuals. A key issue is that institutions have to handle asymmetric information. Game theory and experimental economics help to predict outcomes for any such institution. Applications in the following areas will be discussed: competition, war, bargaining, football, banking, auctions, public procurement, corporate finance, voting, policy reform, law, and the regulation of the financial industry. The material covered can be understood on the basis of the introductory course in economics.

Adjunct info: Hans-Peter Grüner is Professor of Economics at the University of Mannheim, Germany and Adjunct Professor at the Hertie School of Governance. He has published scientific papers on organizational design, economic policy, and public finance. He is/has been a consultant for Deutsche Bundesbank, the European Central Bank, a Swiss bank and for BMW.

Course time: Fridays, 10-14h*
*irregular dates (see course plan for specific dates)

Development Economics

ID MPP-E1088 **Instructor** Vieider, Ferdinand

Credits 6

The course is meant to provide an overview of a wide-ranging discipline. This is reflected in the structure of the course, which will unfold over three big blocks. Block I will try and address the big question: Why do countries differ so much in their wealth levels? This part of the course will thus mostly concern the macroeconomic

literature on comparative development and growth. Block II will focus on the microeconomic level, addressing some selective aspects in development, such as risk exposure, consumption smoothing versus income smoothing, and technology adoption, but also topics such as the role of women, fertility decisions, and formal versus informal institutions. Finally, block III will revisit some of the issues treated in the first two blocks, by specifically addressing policy recommendations that emerge from the different approaches, as well as links between the micro and macro literature, and critical re-examinations of different methodological and modelling approaches. Given the wide-ranging nature of the course, autonomous reading and active participation in course discussions will be crucial.

Adjunct Information: Ferdinand Vieider heads the Risk & Development Junior Research Unit at the WZB Berlin Social Science Center. Before coming to Berlin, he was an excellence fellow at the University of Munich. He also was a CNRS researcher at Laboratoire GATE, University of Lyon, and worked as a policy consultant for the Climate Policy Initiative. He obtained his PhD in decision theory in 2009 from the Econometric Institute at the Erasmus University Rotterdam and the Tinbergen Institute. He also holds a Master's degree in International Relations from LUISS Guido Carli, Rome, and a Master's of Science in Economics from CORIPE Piemonte, Turin. He spent the Fall semester 2007 visiting the Haas School of Business, University of California, at Berkeley. Ferdinand's main research interest is how preferences, beliefs, and institutional constraints interact in shaping the development prospects of the mostly rural populations in poor countries.

Course time: Thursdays, 10-12h

Political Communication & Public Affairs

ID MPP-E1106 **Instructor** Römmele, Andrea

Credits 6

This seminar provides an in-depth introduction into the role and necessity of political communication and public affairs. It gives insight into political communication research, campaign management, media and media effects as well as the role of public affairs and lobbying. In a first block (foundations) the course gives an overview of the research field of political communication followed by a thorough discussion on the role of communication in representative democracies. In a second part we will focus on classical aspects of political communication (types of campaigns, media and media effects, social media, public opinion) before we focus on lobbying and public affairs as a growing industry and a specialized form of political communication in the third part of the course.

Course time: Wednesdays, 16-18h

Varieties of Capitalism

ID MPP-E1115 **Instructor** Hassel, Anke

Credits 6

Why do American labour markets follow different rules than European labour markets? Why do firms have different layers of hierarchies in different countries? Why are reform trajectories fundamentally different? Will countries over the course of globalization converge or diverge? This course provides an analytical insight into the different ways capitalist political economies are organized today. It also provides students with an in-depth understanding of the institutions governing political economies.

Students who successfully complete this course should be able to:

- analyse and explain how and why differences in the organisation of European economies persist, increase or decrease and which role institutional frameworks play in this process;
- produce well-structured, clearly written, analytical and comparative papers on this topic using different sources and empirical material.

Course time: Mondays, 12-14h

The Use of Voice in Public Services: Concepts & Instruments

ID MPP-E1137 **Instructor** Parrado Diez, Salvador

Credits 6

Concentration MPP - Public Management

'Voice' as a mechanism to deliver public services can be translated into citizen participation and customer focus policies. This elective course deals with customer oriented policies in the public sector which are also labelled as quality management schemes.

The major aim of this course is to equip students with an analytical and practical 'tool-kit' that allows them to apply customer focused policies at governmental and agency level. Critical thinking about solutions offered in public and policy debates related to quality management issues will be encouraged. By the end of this course, students should be able to:

- Understand how to assess the quality of a public service,
 - Consult and identify the satisfaction of users with service delivery
 - Reflect on contested issues regarding the implementation of quality policies
 - Identify the main features of different quality management instrument and their adequacy to deal with service delivery issues.
- . To be able to use instruments like mystery shopper, customer journey, service charters and other similar tools
- To draft an improvement plan on quality management for a public agency.

Adjunct Info: Prof. Salvador Parrado regularly teaches public management and comparative Administrations at the Spanish Distance Learning University (UNED) in Madrid. He has been commissioned to write several reports, alone or in co-authorship, for international organizations like OECD, SIGMA, UNDP, World Bank, Inter American Bank for Development and various national governments like Azerbaijan, Armenia, Georgia, Ukraine, Brazil, Chile, Czech Republic, France, Mexico, Norway, and Spain on different topics including co-production of services in different European countries, and strategies to improve user-focus policies. His articles and books focus on the civil service, comparative public administration and public management.

For students in the Public Management track. But students who are not in this track can also enrol.

Course time: Wednesdays, 12-14h

Political Economy of Elections

ID MPP-E1147 **Instructor** Kayser, Mark Andreas

Credits 6

This course examines the determinants and consequences of voting, with a special emphasis on the economy. We cover the state of the art in the academic understanding of how voters respond to economic stimuli: How voters attribute responsibility, respond to the media and campaigns, and hold political parties electorally accountable. Conversely, we also examine the consequences of voting: How regularities in voting behaviour influence policy making, redistribution and specific policy making. The economy, more so than any other variable, ranks consistently among the most important issues in an election and as such, the economic vote is the strongest evidence that the governed actually hold those who govern them accountable in democracies. This course examines empirical regularities in the key relationships that determine who gains and who loses in democratic politics.

Course time: Tuesdays, 16-18h

Cultural Policies, Politics & Governance

ID MPP-E1155 **Instructor** Merkel, Janet

Credits 6

This course provides students with an introduction to theoretical concepts and approaches from social science and the humanities to the policy dimensions of culture. We will have a particular focus on cities, but national agendas in cultural policy and supranational organizations such as the UNESCO, World Bank or the European Commission on Culture and their impacts on local cultural policy will also be subject of our discussions. The course will examine the origins, development and

paradigmatic shifts within cultural policy. Key theoretical perspectives on culture, on cultural policy and policy analysis will be presented and discussed. We will explore the main rationales for public policy interventions into culture - from civic education, democracy, supporting high art and cultural diversity towards whole industries such as cultural and creative industries - and the different notions of culture that are mobilized in these policy interventions. Each student is expected to select a cultural organization, a policy and a city for writing projects during the course.

Adjunct information: Janet Merkel is an urban sociologist and works at the Centre for Cultural Policy at the Hertie School of Governance. She finished her PhD on "Creativity and the City" at Humboldt University, Berlin. From 2008 -2013, she was research fellow at the WZB's research unit 'Cultural Sources of Newness'. Her research interests include creative industries, cultural innovation, urban politics and governance. Before her academic career, she worked in search engine optimization, online marketing and web development for several companies and internet start-ups.

Course time: Mondays, 16-18h

Europe in the World

ID MPP-E1160 **Instructor** Kaim, Markus

Credits 6

Given the significant role of the European Union in bringing together the policies of most European countries (there are now 28 member states), this course will examine the issue of European foreign policy through the lens of EU integration. To what extent have EU member states constructed a coherent foreign and security policy? Is the European Union as a whole becoming a credible security actor with the ability not only to defend its common borders, but also to contribute to global security? The aim of the course is (a) to understand the foreign policy of the European Union and the political dynamics behind it, and (b) to be able to critically assess EU foreign policy. The course analyses the nature, history, institutional framework and policy-making practices of EU foreign policy and it evaluates the various facets of foreign policy. The course applies a broad understanding of 'EU foreign policy', which encompasses the following facets: Common Foreign and Security Policy (CFSP), Common Security and Defence Policy (CSDP), external action (trade, development, enlargement, etc.) and the external dimension of internal policies (environment, energy, etc.).

Adjunct info: Dr. Markus Kaim heads the Research Division International Security at the German Institute for International and Security Affairs of the Stiftung Wissenschaft und Politik (SWP). He has taught and held fellowships at universities on both sides of the Atlantic: As DAAD Professor for German and European Studies at the University of Toronto (2007-2008), as Visiting Fellow at the American Institute for Contemporary German Studies/ Johns Hopkins University (2005), as Guest Instructor at the Hertie School of Governance, Berlin, as well as the University of Zurich (since 2012) and Acting Professor for Foreign Policy and International Relations at the University of Constance (2007).

Course time: Thursdays, 8-10h

Applied Panel Econometrics

ID MPP-E1161 **Instructor** Bernoth , Kerstin

Credits 6 **Concentration** MPP - Policy Analysis

Panel econometrics are a very frequently used tool in economics, finance and political science. They allow us to analyse the statistical relationship between different variables on basis of a two-dimensional data set. Panel data comprise usually a time dimension and a cross-sectional dimension. Thus, we observe over a defined period of time the characteristics of a given group of subjects (such as individuals, firms or countries). For example, we observe the level of sovereign debt, GDP and other (potentially) relevant macroeconomic and political variables of the 34

individual OECD countries (the cross-sectional dimension) between 1980 and 2013 (the time dimension) and would like to know, whether a statistical relationship exists between government debt and growth.

This course aims to introduce quantitative methods and techniques used for panel estimations. By the end of the course, students are expected to be able to explain theoretical concepts of panel modelling, to firmly implement panel estimations, and to interpret their estimation results. Accordingly, the course will put a strong emphasis on empirical applications. We will apply panel estimation techniques to different problem sets covering research questions in the field of macroeconomics and finance.

Basic understanding of econometric analysis is required. Knowledge of calculus, algebra and basic statistics are essential for this course. The statistics program STATA will be used throughout the course.

For students in the Policy Analysis track. Students who are not in the policy analysis track can also enrol if they have the prerequisites (intermediate level statistics).

Course time: Mondays, 10-12h

Energy & Climate Governance in Emerging Markets

ID MPP-E1166 **Instructor** Kostka, Genia

Credits 6

Climate change and energy issues have become increasingly significant in national and global politics. The course will focus on a number of core questions in the study of climate change politics: What roles can markets and institutions play in the transition towards a sustainable path? At what scale (local, national, federal, or supranational) are climate change and energy policies most effectively executed? What kind of planning and targets are necessary for such a long-term undertaking? And how can citizens most fruitfully engage in this process? This course will identify the political challenges and dilemmas posed by energy policies in democratic and authoritarian states and analyse policy tools in international, national, and sub-national contexts. Empirical evidence and case study materials will be drawn from the US, Europe and emerging economies such as China, Brazil, and India. The course compares the most relevant domestic institutions in these different political and economics contexts and then turns to the specific mechanisms and policies each country has used to promote climate change mitigation and energy efficiency.

Course time: Thursdays, 12-14h

Ethnic Politics

ID MPP-E1172 **Instructor** Kaplan, Cynthia S.

Credits 6

This course exams ethnicity and nationalism and their implications for politics from multiple perspectives. It engages literatures drawn from comparative politics, international relations, sociology, and history. A series of puzzles are posed in the examination of the theoretical and empirical literatures examined. The central organizing question is: Does our understanding of ethnic identity, including our theoretical approach to the topic, affect how we assess the implications of ethnicity for political behaviour and politics? Among the specific questions examined are: 1) How do state policies affect the nature and salience of ethnic identity and does it matter? Particular attention will be focused on the role of state language policies and the impact of census categories. 2) How do we weigh individual human rights and group cultural rights? 3) Is ethnic conflict really about ethnicity, or is better understood through material factors? 4) Is civic identity always in tension with ethnic identity? Can the nation state be inclusive, or must it privilege the titular, or majority nation? 5) How can we understand nationalism and patriotism? Why are they different? How does state and regime change affect individual and group attitudes towards the

nation and what consequences does it have for state legitimacy?

How we answer these questions leads us to seek different solutions to the problems associated with them. Emphasis will be placed on linking theoretical insights with causal issues linked to political behaviour and policy solutions. Among the theories and issues focused on are social identity, national - imagined identities, constructivist approaches to ethnic identity, historical collective memory, ethnic political mobilization (social movements), ethnic conflict (war), nationalism, citizenship, the role of state structure, applications of rational choice theory, and immigration and borderlands. No specific area of the world is focused on. By linking theory to its conceptual and causal implications for behaviour the course seeks to set a basis which links political problems associated with ethnicity with policy choices and solutions.

Adjunct Information: Cynthia S. Kaplan is a Professor of Political Science at the University of California, Santa Barbara, USA. She received her BA with Honours from the University of Chicago and her PhD from Columbia University, NY, NY. Her theoretical interests include Comparative Politics, Ethnic Identity, Social Movements and Cultural Framing, Political Participation, Transitions & Democratization, and Comparative Methods. Among the methods used in her research are surveys, events data analysis, discourse and content analysis. Her field research is conducted in Russia, Estonia, Tatarstan and Kazakhstan. She was a Fulbright Scholar in Estonia, director of Education Abroad for the University of California in Moscow, Russia, and most recently a visiting professor at Eurasian National University in Astana, Kazakhstan and Al Farabi Kazakhstan National University in Almaty, Kazakhstan. Among her current work are papers on Russian Identity: Subjective Meanings from Estonia, Russia, and Kazakhstan and Culture, Religion, and State Status: A Comparison of Tatar and Kazakh Identities. Her forthcoming book with Professor Henry Brady (UC Berkeley), *Gathering Voices: Political Mobilization and the Collapse of the Soviet Union* will be published by Cambridge University Press.

Course time: Fridays, 10-12h

Behavioural Economics & Experimental Policy Analysis

ID MPP-E1173 **Instructor** Traxler, Christian

Credits 6 **Concentration** MPP - Policy Analysis

This course introduces behavioural economic approaches in designing and analysing public policies. The first part of the course discusses selected evidence from experimental economics that demonstrates how individual behaviour deviates from the paradigm of rational, selfish choice. We then discuss several field experiments that test "behaviourally informed" policies on, for instance, enforcing norm compliance, reducing energy consumption or increasing voter turnout. The second part of the course is based on independent field projects. Students will design their own field experiments that aim at evaluating small scale interventions in various behavioural domains. Selected experimental designs will be implemented; outcome data will be collected, analysed and evaluated.

For students in the Policy Analysis track. But students who are not in the policy analysis track can also enrol.

Course time: Wednesdays, 16-18h

Methods in Causal Policy Evaluation

ID MPP-E1174 **Instructor** Traxler, Christian

Credits 6 **Concentration** MPP - Policy Analysis

This course introduces and applies advanced quantitative methods in causal policy evaluation. Within the framework of the linear regression model (OLS), we study the problem of causal identification related to omitted variables, endogenous selection, reversed causation, and measurement errors. We then turn to panel data methods (first-differences, fixed- and random

effects, difference-in-difference) as a first approach to identification. Thereafter we consider proper identification strategies, in particular, quasi-experimental and instrumental variable approaches as well as the regression discontinuity design.

Throughout the different parts of the course, we first always discuss the theoretical foundation of the various methods. In a second step, we turn to specific policy problems to practice the application of the methods. In take-home exercises and tutorials we work on real world data using Stata. Finally, we discuss research and policy papers that illustrate further applications of the methods.

For students in the Policy Analysis track. Students who are not in the policy analysis track can also enrol if they have the prerequisites (intermediate level statistics and STATA knowledge).

Course time: Tuesdays, 10-12h (r 2.32); tutorial: Wednesdays, 12-14h (computer lab 1.61)

The Logic of Qualitative Research

ID MPP-E1175

Instructor Kaplan, Cynthia S.

Credits 6

Qualitative research includes a variety of methods and is compatible with a wide range of theoretical approaches. Over the last several decades, a preference for multiple methods has emerged at least in part in response to a controversy between the value and contribution of qualitative and quantitative methods. This course begins by examining this controversy as a means of identifying the central characteristics of qualitative methods with an assessment of the positive contribution which they can make. The main objective of the course is to develop a research design which would employ a qualitative method.

In exploring qualitative methods, particular attention is devoted to issues, such as, the logic employed paying attention to the unit and level of analysis and the nature of inference, issues of internal and external validity, causal inference, conceptualization and measurement, diachronic analysis and mechanisms (the process of causation), ethnographic observation, and interviewing. The use of case selection, field experiments, and meaning making will be explored. The course requires intensive engagement with the literature and the arguments surrounding qualitative approaches in pursuit of creating a research design as a product of the course. In better understanding the logic of qualitative methods their contribution and their relationship to quantitative methods can be better appreciated. Ultimately, the nature of the problem and the theoretical approach is crucial to the choice of methods employed.

Adjunct Information: Cynthia S. Kaplan is a Professor of Political Science at the University of California, Santa Barbara, USA. She received her BA with Honours from the University of Chicago and her PhD from Columbia University, NY, NY. Her theoretical interests include Comparative Politics, Ethnic Identity, Social Movements and Cultural Framing, Political Participation, Transitions & Democratization, and Comparative Methods. Among the methods used in her research are surveys, events data analysis, discourse and content analysis. Her field research is conducted in Russia, Estonia, Tatarstan and Kazakhstan. She was a Fulbright Scholar in Estonia, director of Education Abroad for the University of California in Moscow, Russia, and most recently a visiting professor at Eurasian National University in Astana, Kazakhstan and Al Farabi Kazakhstan National University in Almaty, Kazakhstan. Among her current work are papers on Russian Identity: Subjective Meanings from Estonia, Russia, and Kazakhstan and Culture, Religion, and State Status: A Comparison of Tatar and Kazakh Identities. Her forthcoming book with Professor Henry Brady (UC Berkeley), *Gathering Voices: Political Mobilization and the Collapse of the Soviet Union* will be published by Cambridge University Press.

Course time: Fridays, 14-16h

Management of Diversity in Public Administrations

ID MPP-E1176

Instructor Gravier, Magali

The course addresses the issue of diversity in public administrations of states and, to some extent, of international organizations. It focuses on the use of one theory – the theory of representative bureaucracy. This is methodological choice. The goal is to take time to explore in depth a theory, learn how to work with it, as well as develop a critical approach to this theory (what works and convinces, what raises issues). Different impacts of diversity in the staff of public administrations will be dealt with. First of all, the literature presents studies on a great diversity of “minorities”: race, gender, nationality, sexual orientation, life experience (“veterans”), opinions. Second, the course will address specific aspects impacted by diversity management among which professional relations and relations with the “clients” of public administrations. Thirdly, the course will bring knowledge on the mechanisms which allow sociological characteristics to impact on the output of public administration and which ones do not. Finally, the course will offer the opportunity to elaborate a critical reflection on public administrations and their role in democracies. The course will be based on lectures, short oral presentations and discussions of the course literature, of particular issues raised by this literature, and, if desired, of empirical cases brought up by students.

Adjunct information: Magali Gravier is Associate Professor at the Copenhagen Business School. She obtained her PhD in Political Science from the Sorbonne University. She has worked previously at the Centre Marc Bloch (Berlin), the European University Institute (Florence) and the University of Salzburg. She was the French Prize winner of the French-German Parliamentary Prize (2009) for her book “Good Bye Honecker!” Her current research focusses on the European Union. In particular, she studies the Commission’s staffing policies from the point of view of bureaucratic representation; the European integration process in a historical comparison with pre-modern European empires; and multicultural aspects of the European integration project (multilingualism policy, the role and conditions of possibility of humour in the European Parliament).

For students in the Public Management track. But students who are not in this track can also enrol.

Course time: Thursdays, 14-16h

From Trade Liberalisation to Transnational Governance

ID MPP-E1177

Instructor Joerges, Christian

Credits 6

This seminar is framed around three sets of premises. The first is that we have to understand markets as social institutions rather than as autonomous self-sufficient entities. This is an insight shared by economic sociology in the tradition of Karl Polanyi and the approaches which seek to reconcile the operation of market economies with the promises of political democracy. It is hence unsurprising that trade liberalisation within and beyond the EU is continuously confronted with efforts to tame the operation of transnational markets. The second premise is about a twofold weakness of nation state democracies. One is primarily normative: national decision-making affects unavoidably and with increasing intensity citizens who were not involved in the national political processes. The other is more factual: The potential of nation states with open economies to exercise regulatory control and accomplish political objectives is eroding; by the same token, interdependences are growing and in ever more realms problems can only be tackled cooperatively. The third premise is about the failures or shortcomings of cooperative endeavours and of transnational governance arrangements. Such deficiencies may be caused by divergent economic interests, irreconcilable policy orientations and/or the perceived illegitimacy of transnational regimes.

All of these queries concern both the international system and the EU. To be sure, the latter has accomplished an extraordinary amount of economic integration and established enormous regulatory machinery. Tensions persist nonetheless and the European modes of governance are anything but uncontested. The socio-economic heterogeneity of the international system is much greater than the diversity within the EU and the institutional frameworks of transnational governance are less rigid. And yet, we are witnessing at both levels the same type of conflicts between regulatory concerns such as the protection of health, safety and the environment, labour

Credits 6

The objective of this course is to learn how to collaboratively and reproducibly gather social data, analyse it, and effectively present results. It is intended to be immediately useful for your academic work, as well as work in the public and private sectors. The tools you learn and the final project you complete in this course will be directly useful for your thesis research.

The course will involve learning the fundamentals of the collaborative and reproducible research process from data gathering, analysis and presentation with widely used computer languages and statistical techniques. The R statistical language will allow us to gather and analyse our data. The Markdown/HTML and LaTeX markup languages will allow us to present our results to a variety of audiences. We will use Git/GitHub to version control and store all of our files. This will enable research collaboration and full reproducibility.

Students will learn how to use these tools through active in class participation and collaboration on realistic projects using the concepts and tools introduced in lectures and scholarly articles.

The course assumes that you have a basic understanding of descriptive and introductory inferential statistics (e.g. data types, ways of describing distributions, significance testing, linear models). Knowledge of particular software or computer programming is not assumed.

Adjunct info: Christopher Gandrud is a Post-Doctoral Researcher at the Fiscal Governance Centre, Hertie School of Governance. His research focuses on the international political economy of public financial and monetary institutions, as well as applied social science statistics and software development. His work has been published in the Review of International Political Economy, Political Science Research and Methods, Journal of Statistical Software, International Political Science Review, and the Political Methodologist. He has co-authored a number of pieces on European banking union for the Bruegel Policy Contribution series. He published a book on reproducible research methods for Chapman and Hall. He has been a Lecturer in International Relations at Yonsei University and a Fellow in Government at the London School of Economics where in 2012 he completed a PhD in quantitative political science.

Course time: Thursdays, 16-18h (Computer Lab)

Human Resource Management

ID MPP-E1181 **Instructor** Hammerschmid, Gerhard

Credits 6 **Concentration** MPP - Public Management

Human Resource Management (HRM) is a central function of any organization and normally the largest share of an organization's budget is used to pay the people who work there. HRM can be defined as the effective use of human capital in an organization through the management of people-related activities and involves aspects such as employment planning, recruitment and selection, compensation and motivation, training and development, and performance appraisal as well as values and leadership.

This course gives an introduction into scope, key concepts and current challenges of human resource management in a public sector context. It takes a practical view that integrates the contributions of the behavioural sciences with the technical aspects of implementing the HR function in the 'real world.'

Certainly, not everyone who takes this course will become a HR professional. However, a basic understanding of HRM is essential whether someone works in a government agency, non profit enterprise, private enterprise, or other type of organization. A key objective of this course is to show that HR is a central and strategic organizational activity of increasing complexity and importance.

For students in the Public Management track. But students who are not in this track can also enrol.

Course time: Tuesdays, 12-14h

Welfare State & Demographic Change

ID MPP-E1182**Instructor** Kreyenfeld, Michaela / Schober, Pia**Credits** 6

This course looks at how public policies shape life course decisions and transitions, such as family formation or dissolution, labour market transitions, intergenerational relationships, elderly care and death. It considers commonalities and differences between countries and how these have been conceptualized, analysed and explained. We discuss cross-national variations in different types of policies, such as measures for work-family reconciliation, lone parent income support, promotion of child wellbeing and support for elderly care. Most attention is given to European social policies but students are welcome to share their knowledge of policy issues from other regions of the world. The course gives students an introduction to the main demographic trends in Western societies and economic and sociological theories which have been proposed to explain these changes. Knowledge about these theories is essential for understanding how demographic trends may be driving policy changes and how policies are assumed to affect demographic behaviour. The key competence for public policy students taught in this course is to understand how social policies and individuals act within a complex setting of policies which provide different – and possibly even contradictory – economic and normative incentives. The course makes use of various “teaching methods”. For example, there will be “debate sessions” during which students are expected to argue over policy relevant issues. Typical questions that are discussed during the debate sessions are: Should public policies aim at increasing the birth rate? Should the pension age be increased to age 70? Should governments allow assisted dying?

Adjunct information: Pia Schober is currently a Research Associate at the Department of Education and Family at the German Institute for Economic Research (DIW Berlin). Her research interests include comparative family and early childhood education policy, gender and social inequalities in employment, child care, and child development. Previously, she held two Postdoctoral Research Fellowships funded by the Economic and Social Research Council and by the British Academy and was based at the Department of Sociology at the University of Cambridge (2009-2012). She completed a Ph.D. in Social Policy (2005-2009) at the London School of Economics. Recent publications include 'Are couples with young children more likely to split up when the mother is the main or an equal earner?' in *Sociology*, 'Early childhood education activities and care arrangements of disadvantaged children in Germany' in *Child Indicators Research*, and 'Parental Leave and Domestic Work of Mothers and Fathers' in *Journal of Social Policy*.

Course Time: Fridays, 12-14h

III. Directory: Professional Development Courses

Teambuilding & Leadership

ID MPP-PDC1013 **Instructor** Warkalla, Björn / Raiser, Simon

Credits 1

This workshop builds and challenges the participants' team building and leadership competencies in an interactive way. It will provide some theoretical background on leading and working in teams, but mainly it will help transfer this knowledge to practical situations. In addition to group work phases, the training will include several shorter and longer exercises including feedback from instructors. At the end of the training, participants should

- have understood the concept of different leadership styles and started reflecting on and further developing their own leadership style,
- have an insight into ways to lead and work in a small team, and have connected this to their existing experience from other work contexts,
- have improved their practical teamwork and leadership skills, among others in the following respects: defining the structure of the team, organising the workflow, establishing clear and realistic goals, communicating effectively, recognising and managing conflicts, coaching and motivating team members, etc.

Adjunct Information: Simon Raiser and Björn Warkalla both hold a degree in political science from Freie Universität Berlin. In 2005, they founded the company planpolitik. planpolitik has specialized in the conception and realization of interactive event formats on political, economic and social issues, using methods such as simulation games, idea labs and future/creative workshops, and the development of scenarios or campaigns. In addition, planpolitik implements methodical trainings as well as skills trainings. Since 2005, the team of planpolitik has realized more than 1,000 events on various topics with more than 30,000 participants worldwide. The list of partners comprises governmental bodies, such as the German foreign ministry, universities all over Europe, foundations, NGOs, as well as companies. In 2013 planpolitik has started developing an online simulation game platform. As directors of a company with now 10 regular employees and a pool of freelancers, Simon and Björn have acquired some experience in leading and managing an innovative small company and a highly diverse team.

Date & Time: Weekend November 22 & 23 (10-18h), room 2.30 & 2.32

Media Skills

ID MPP-PDC1018 **Instructor** Degen, Guy

Credits 1

This intensive one day training course will provide students with the essential skills to begin engaging with the media in a professional and competent manner. Students will be guided through preparing for interviews and participating in broadcast news and current affairs programming. The trainers will also explain and discuss the ever growing importance of social media and its impact on mainstream media and public affairs. The course will also provide an insight into preparing and managing crisis communication events. In the afternoon sessions students will gain practical interview experience. Radio and television interviews will be reviewed and guidance offered for improvement. This training course offers an excellent opportunity for students to learn directly from journalists and producers about working with the media.

Adjunct Information: Guy Degen a freelance journalist based in Berlin. Guy travels widely contributing multimedia stories to international broadcasters. He is regularly commissioned by United Nations agencies to document development and humanitarian projects. Guy also trains and mentors journalists through international media development agencies such as BBC Media Action and DW Akademie.

Date & Time: This Workshop will be offered in 2 groups.

Group 1: Saturday, 20 September 2014 (9-18h), room 2.30 & 2.32 & study room 2.35
Group 2: Sunday, 21 September 2014 (9-18h), room 2.30 & 2.32 & study room 2.35

Negotiation Training

ID MPP-PDC1021 **Instructor** Warkalla, Björn / Raiser, Simon

Credits 1

This workshop teaches key competencies in negotiation strategy and technique. It does so by combining theoretical input with practical exercises. The aim is to make participants fit for negotiations in their future work environments. Methodologically, we rely on an active learning and participant-centred approach. We combine theoretical and analytical tools with practical exercises, team work, group discussions and feedback. The first part of the seminar introduces basic concepts of negotiation (including the well-known 'Harvard method') and enables the participants to test and improve their negotiation skills in different exercises, mostly in bilateral settings. The second part focuses on the skills needed in more complex settings, particularly in multilateral negotiations. By walking through the process step by step, we deal with aspects such as the chairing of a negotiation, the importance of informal negotiations as well as dealing with deadlocks or difficult negotiation partners.

Adjunct Information: Simon Raiser and Björn Warkalla both hold a degree in political science from Freie Universität Berlin. In 2005, they founded the company planpolitik. As directors of the company they develop and facilitate roughly 100 workshops and seminars per year. Together they have more than 15 years of experience in developing and organising political simulation games in academic and non-academic contexts. Since 2001, they also regularly work as visiting lecturers at several universities in Germany and abroad. Since its founding in 2005, the team of planpolitik has specialized in the conception and realization of interactive event formats on political, economic and social issues. In this context planpolitik uses activating and creative methods, such as simulation games, idea labs and future/creative workshops, and the development of scenarios or campaigns. In addition, planpolitik implements methodical trainings as well as skills trainings. Since 2005, the team of planpolitik realized more than 1,000 events on various topics with more than 30,000 participants worldwide. The list of partners comprises governmental bodies, such as the German foreign ministry, universities all over Europe, foundations, NGOs, as well as companies. Moreover, in 2013 planpolitik has started developing an online simulation game platform.

Date & Time: weekend November 29 & 30 (10-18h, room 3.30 & 3.61 & study room 3.35)

EXCEL Basic

ID MPP-PDC1028 **Instructor** Froese, Sven

Credits 1

In this workshop we'll deal with the basic functions and possibilities of table calculation. You'll learn how to transfer you mathematical tasks in Excel and how to structure, calculate and change the appearance of tables. This class is for people with no or intermediate experience in Excel, who want to structure their work, make it less time consuming and learn more about the possibilities of Excel. The topics include: entering & editing data, formatting data, calculation with formulas & functions, shortcuts, application of named areas, sorting / filtering, logical functions (e.g. if), working parallel on multiple sheet, linking sheets / workbooks, preparation for printout, settings & security, charts.

Adjunct Information: Sven Froese is teaching IT skills at the Hertie School of Governance since 2009 for both students and staff. He started as a freelancer in the early 90s and is active in teaching and IT related services around Europe. His clients include as well educational institutions as also consultant companies, telecommunication concerns and banks. In his classes he focuses on practical implementation of IT skills.

Date & Time: This weekend-workshop will be offered in 2 groups.

Group 1: September, 27 & 28 (10-17h), computer lab 1.61
Group 2: November, 29 & 30 (10-17h), computer lab 1.61

EXCEL Advanced

ID MPP-PDC1029 **Instructor** Froese, Sven

Credits 1

In this workshop we'll deal with the advanced functions and possibilities of table calculation. We will look into the requirements for working with big amounts of data and their automatic procession. During the weekend the topics of the basic workshop will be partly recapitulated and deepened. You will have the opportunity to bring examples / problems from your practical work with Excel to be solved with the tools we'll develop during class. This class is for people who need to process bigger amounts of data and want to raise their skills in Excel above average. The topics include: Transforming Data into Database Format, fixing Columns of Data, data consolidation, Pivot Tables, advanced formulas, preparing and limiting tables for other users, short introduction into macros (not programming).

Adjunct Information: Sven Froese is teaching IT skills at the Hertie School of Governance since 2009 for both students and staff. He started as a freelancer in the early 90s and is active in teaching and IT related services around Europe. His clients include as well educational institutions as also consultant companies, telecommunication concerns and banks. In his classes he focuses on practical implementation of IT skills.

Date & Time: Weekend, November 22 & 23 (10-17h), computer lab 1.61

Introduction to MS Project

ID MPP-PDC1032 **Instructor** Froese, Sven

Credits 1

In this workshop you'll learn how to transfer your projects in MS Project. This includes the different phases of a project like planning, controlling and evaluating. Beforehand there will be a short introduction into the terms of project management. It is intended for people interested in implementing middle sized or big projects into MS Project. The topics include: Short introduction into the terms of project management, Definition of roles in MS P, Structure of MS P, Views of MS P, Creating a project, Target/performance comparison, Tools for controlling a project, Tools for analysing at the end of a project, Calendar management, Overview about resource management.

Adjunct Information: Sven Froese is teaching IT skills at the Hertie School of Governance since 2009 for both students and staff. He started as a freelancer in the early 90s and is active in teaching and IT related services around Europe. His clients include as well educational institutions as also consultant companies, telecommunication concerns and banks. In his classes he focuses on practical implementation of IT skills.

Date & Time: Weekend October 11 & 12 (10-17h), computer lab 1.61

German A1.1

ID MPP-PDC1034 **Instructor** Mews, Katharina

Credits 2

This A1 course will build upon the intensive German course taught during the orientation week (25-28 August 2014) and is directed to students with very basic knowledge of German. The objective of this course is to acquire basic written and oral language German skills. At the end of this course

students should be able to communicate in everyday situations, ask simple questions, understand instructions and messages, introduce themselves in a conversation, and answer simple questions about themselves.

This course will cover the contents of the first half of the A1 level. If students go on to complete the second half, they will be able to take the test "Start Deutsch" in order to obtain the internationally recognized Goethe-A1 certificate.

Adjunct Information: Katharina Mews studied German as a foreign language at the Technische Universität Berlin and participated in the Goethe Institut e.V. programme Teaching German. She has several years of experience working as a language teacher. In 2007 she has been teaching German as a foreign language in Mexico City and since 2008 in Berlin, among other places, at the GLS German Language School and at the Hertie School of Governance.

Date & Time: Wednesdays, 17.00-18.30h, room 3.30

Digital Communication Skills

ID MPP-PDC1036 **Instructor** Degen, Guy

Credits 1

Have you thought about your own digital "brand"? Can you create multimedia content for a website or digital communications campaign? Can you adapt your organisation's content for a broader online audience? Do you know how to use social media as a research tool and to engage with your target audience? These are just some of the digital communication skills that are increasingly becoming essential for professionals. This course is designed to introduce students to a range of digital literacy skills and offer them smart ways of adapting and applying these skills to their individual needs. The course will cover understanding the essentials of using multimedia and interactive tools for professional communication; and, developing smart ways for using social media in a professional context.

Adjunct Information: Guy Degen is a freelance journalist based in Berlin. Guy travels widely contributing multimedia stories to international broadcasters. He is regularly commissioned by UN agencies to document development and humanitarian projects. Guy also trains and mentors journalists through international media development agencies such as BBC Media Action and DW Akademie.

Date & Time: Weekend November 8 & 9 (9-17h), computer lab 1.61

Rhetoric & Speaking in Public

ID MPP-PDC1037 **Instructor** Garavoglia, Matteo

Credits 1

Eloquence and rhetorical skills are a pre-requisite for academic success and professional advancement. But what is rhetoric? What are the key rhetorical techniques available? How can one practice them to her or his advantage? This workshop helps participants to answer these questions. This workshop is divided into eight parts over two days. On the first day, a first section provides a general introduction to the concept of rhetoric while a second section explores different rhetorical techniques. Having done so, the third and fourth sessions investigate the role of body language and the use of voice and vocabulary respectively. On the second day, the two morning sessions are dedicated to video-recording the participants' performances while the two afternoon sessions provide them with the opportunity to receive feedback from the trainer and the other participants.

Adjunct Information: Dr. Matteo Garavoglia was educated at the universities of London (SOAS), Paris (Sciences Po) and Berlin (FUB). He has lived in ten countries across the five continents and is fluent in English, French, Spanish and Italian with a working knowledge of German and a basic understanding of Portuguese and Krio. Dr. Garavoglia is currently research associate at the Centre for International Studies at the University of Oxford and senior common room member at St.

Antony's College, Oxford. His research focuses on European Union humanitarian assistance, development aid and election observation policy.

Date & Time: weekend October 11 (10-18h) & 12 (9-17h), room 2.30 & 2.32
