

Bachelor-Studiengang

Management

Modulbeschreibungen

Inhaltsverzeichnis

Zielsetzung	5
Curriculumsübersicht	7
Introduction to Management	9
Re-Thinking Management: Culture, Society, Ethics.....	15
Business Environment.....	21
Einführung in das wissenschaftliche Arbeiten und die empirische Sozialforschung.....	27
English as a Foreign Language 1	31
German as a Foreign Language 1	35
Grundlagen des Strategischen Managements.....	39
Kultur und Märkte	43
English as a Foreign Language 2	47
German as a Foreign Language 2.....	51
Introductory Company Project	55
Resources: Financial Resources, Human Resources, Organization.....	59
Arabic 1	63
Chinese 1	65
French 1	67
Italian 1	71
Japanese 1.....	75
Portuguese 1	77
Russian 1	81
Spanish 1	83
Advanced Company Project.....	87
Managerial Accounting	91
International & Sustainable Finance	95
Arabic 2	99
Chinese 2	103
French 2.....	105
Italian 2.....	109
Japanese 2.....	113
Portuguese 2	115
Russian 2	119
Spanish 2	121
Current Issues in ReThinking Management and Society	125
Change and Innovation.....	129
Area Studies	133
Current Issues in International Business	135
Spezialisierung: Marketing	137
Marketing: Creating Values, Relations and Markets	139
Exploring Consumer Culture	143
Marketing Strategy, Implementation and Controlling	147
Digital Channel Management.....	151
Marketing Elective	155
Spezialisierung: Media Communication	157
Media, Communication and Storytelling	159
Exploring Media Reception	163
Strategic and Integrated Communication.....	167

Digitalisation, Interactivity and Gamification.....	171
Communication Elective	173
Spezialisierung: Arts and Entertainment.....	175
Culture: Theory, History and Forms	177
Exploring Audiences	181
Managing Culture Strategically: Institutional Arrangements and Business Models	185
Challenging Actors in the Arts and Culture	189
Arts and Entertainment Elective	191
Spezialisierung: Events	193
Event, Management als Event, Event Management.....	195
Exploring Events, Performances and Experiences.....	199
Sustainable Events Development and Design	203
Challenging Creativity to Develop Inspiring Events	207
Elective: The Locations and Operations Dimension of Performances and Events.....	209
Spezialisierung: Tourism.....	213
Introduction to Tourism, Space and Management	215
Exploring Other Spaces: Consumption, Markets and the Tourist.....	219
Space and Place and their Role in Touristic Strategies	223
Sustainable Tourism: Critical Perspectives	227
Elective: Tourism Operations.....	231

Zielsetzung

Bildungsziel des Studiengangs „Management“ ist der Erwerb der funktional vertieften Kompetenz, Fragestellungen im Management mithilfe wissenschaftlicher Theorien, Prinzipien und Methoden zu erarbeiten, zu verstehen, zu analysieren und zu interpretieren und auf dieser Grundlage ökonomisch angemessen und effektiv zu handeln, Strategien in verschiedenen Managementfeldern zu entwickeln und zu reflektieren, generelle sowie vor allem marketingspezifische Managementfunktionen wahrzunehmen.

Erkenntnisleitend soll dabei ein Verständnis von Management als kultureller Praxis sein. Dieses Verständnis kann in verschiedenen Spezialisierungen entfaltet werden, von denen jeder Studierende zwei frei wählen kann. In jeder Spezialisierung steht zunächst Erwerb der Fähigkeit, spezifische Management-Praxen aus einer kulturtheoretischen Perspektive und praktischen Erfahrungen zu reflektieren, daraufhin Märkte und deren Akteure zu analysieren, aus Verknüpfung von theoretischem und praktische Wissen Möglichkeiten zur ganzheitlichen Strategiebildung zu verstehen, sowie in Reaktion auf aktuelle Entwicklungen spezifische Projekte zu entwickeln und Wissen spezifisch zu vertiefen.

Im Fokus der Spezialisierung Marketing steht der Erwerb der wissenschaftlichen und praktischen Fähigkeit, zielführende Marketingkonzepte auf der Basis von Marktinformationen zu entwickeln, zu implementieren und zu kontrollieren, insbesondere hinsichtlich digitaler Marketingkanäle.

Im Fokus der Spezialisierung Media Communication steht der Erwerb der wissenschaftlichen und praktischen Fähigkeit, die kulturelle Relevanz von Medien, Kommunikation und insbesondere des Erzählens von Geschichten im Wechselspiel von Produktion und Rezeption zu verstehen, sowie aufbauend auf diesem Wissen Konzepte strategischer Kommunikation in verschiedensten Kontexten zu entwickeln, insbesondere in der Anwendung digitaler Medien.

Im Fokus der Spezialisierung Arts and Entertainment steht der Erwerb der wissenschaftlichen und praktischen Fähigkeit, Fragestellungen im Spannungsfeld und Überschneidungsbereich von künstlerisch-ästhetischen und ökonomischen Anforderungen zu analysieren und zu verstehen, sowie Strategien zum Management von kommerziellen (entertainment) und nicht-kommerziellen (arts) kulturellen Formen zu erarbeiten.

Im Fokus der Spezialisierung Event ist der Erwerb der wissenschaftlichen und praktischen Fähigkeit, die Relevanz von performativen Faktoren für Managementfelder zu verstehen, kritisch zu hinterfragen und konstruktiv sowie kreativ zur Strategieentwicklung zu nutzen, insbesondere im Feld der Eventwirtschaft, aber auch in Feldern, in denen performative Praktiken wie Präsentieren, Verkaufen, Zelebrieren oder Inszenieren aber auch der Austausch von Wissen im Vordergrund stehen.

Im Fokus der Spezialisierung Tourismus: Place, Space und Gaze ist der Erwerb der wissenschaftlichen und praktischen Fähigkeit, die Relevanz von raumbezogenen Faktoren für Managementfelder zu verstehen, kritisch zu hinterfragen und konstruktiv sowie nachhaltig zur Strategieentwicklung zu nutzen, insbesondere im Feld der Tourismuswirtschaft, aber auch in angrenzenden Feldern wie Handel, Gastronomie, Event- oder Kulturwirtschaft.

Die einzelnen Spezialisierungen eröffnen dabei nicht nur durch ihre individuellen Kompetenzprofile spezifische berufliche Entfaltungsmöglichkeiten, sondern insbesondere auch durch die Synergien der Kombination und wechselseitigen Bezogenheit der einzelnen Spezialisierungen aufeinander jeweils komplexe Potenziale der kulturellen Reflexion und der Strategieentwicklung.

Curriculumsübersicht

Modul-Code	Bezeichnung	Semester						Gesamt			Prüfungsleistungen	Gewicht für Gesamtnote
		1	2	3	4	5	6	SWS	Selbst	ECTS		
EMAN	Einführung in das Management	5						3	108	5	KL 240	2,5%
RTMA	Re-Thinking Management: Culture, Societ	5						3	108	5	no exam	
BENV	Business Environment	4	4					3	156	8	Case Study	4,0%
WISS	Einführung in das wissenschaftliche Arbe	4	4					3	156	8	Lernportfolio	4,0%
SPEC1.1	Spezialisierungsmodul 1.1	4						3	78	4	Essay	2,0%
SPEC2.1	Spezialisierungsmodul 2.1	4						3	78	4	Essay	2,0%
MVRM	Marketing: Creating Values, Relations & Markets										Essay	
MCAS	Media, Communication and Storytelling										Essay	
CTHF	Culture: Theory, History and Forms										Essay	
EMEM	Event, Management as Event, Event Management										Essay	
ITSM	Introduction to Tourism, Space and Management										Essay	
EFL1/GER1	English as a Foreign Language 1 / German 1	4						3	78	4	KL 90; Test	2,0%
STRA	Strategisches Management		5					4	108	5	Präsentation	2,5%
CUMA	Kultur und Märkte		5					3	108	5	Essay	2,5%
SPEC1.2	Spezialisierungsmodul 1.1		4					3	78	4	KL 90	2,0%
SPEC2.2	Spezialisierungsmodul 2.1		4					3	78	4	KL 90	2,0%
EXCC	Exploring Consumer Culture										KL 90	
EXMC	Exploring Media Reception										KL 90	
EXAU	Exploring Audiences										KL 90	
EXEV	Exploring Events, Performances and Experiences										KL 90	
EXOS	Exploring Other Spaces: Consumption, Markets and the Tourist										KL 90	
EFL2/GER 2	English as a Foreign Language 2 / German 2		4					4	64	4	KL 90; Test	2,0%
IPRO	Introductory Company Project			6				6	96	6	Project Work	3,0%
RESO	Resources: Financial Resources, HR, Organization			6				6	96	6	Presentation	3,0%
SPEC1.3	Specialization Module 1.1			6				3	138	6	Seminar Paper	3,0%
SPEC2.3	Specialization Module 2.1			6				3	138	6	Seminar Paper	3,0%
MSIC	Marketing Strategy, Implementation and Controlling										Seminar Paper	
SISC	Strategic and Integrated Communication										Seminar Paper	
IABM	Managing Culture Strategically: Institutional Arrangements and Business Models										Seminar Paper	
SEDD	Sustainable Events Development and Design										Seminar Paper	
SPRT	Space and Place and their Role in Touristic Strategies										Seminar Paper	
FOR 2.1	Foreign Language 2.1			6				4	124	6	Exam .90; Tes	3,0%
ARA1	Arabic 1											
CHI1	Chinese 1											
FRA1	French 1											
ITA1	Italian 1											
JAP1	Japanese 1											
POR1	Portuguese 1											
RUS1	Russian 1											
SPA1	Spanish 1											
MACC	Managerial Accounting			6				4	124	6	Written Exam	3,0%
APRO	Advanced Company Project			6				4	124	6	Project Work	3,0%
SPEC1.4	Specialization Module 1.1			6				3	138	6	Learners Portf	3,0%
SPEC2.4	Specialization Module 2.1			6				3	138	6	Learners Portf	3,0%
DCMA	Digital Channel Management										Learners Portfolio	
DIGA	Digitalisation, Interactivity and Gamification										Learners Portfolio	
CAAC	Challenging Actors in the Arts and Culture										Learners Portfolio	
CCDI	Challenging Creativity to Develop Inspiring Events										Learners Portfolio	
STCP	Sustainable Tourism: Critical Perspectives										Learners Portfolio	
FOR 2.2	Foreign Language 2.2			6				4	124	6	Exam .90; Tes	3,0%
ARA2	Arabic 2											
CHI2	Chinese 2											
FRA2	French 2											
ITA2	Italian 2											
JAP2	Japanese 2											
POR2	Portuguese 2											
RUS2	Russian 2											
SPA2	Spanish 2											
ARST	Area Studies					6		3	138	6	Depends	3,0%
CHIN	Change and Innovation					6		3	138	6	Depends	3,0%
CIRM	Current Issues in Rethinking Management					6		3	138	6	Depends	3,0%
CIIB	Current Issues in IB					6		3	138	6	Depends	3,0%
SPEC1.1	Specialization Module 1.1					6		3	138	6	Depends	3,0%
SPEC2.1	Specialization Module 2.1											
MELE	Marketing Elective										Depends	
CELE	Communication Elective										Depends	
AELE	Arts and Entertainment Elective										Depends	
LOOP	Elective: The Locations and Operations Dimension of Performances and Events										Depends	
TOOP	Elective: Tourism Operations										Depends	
INTS	Internship						18		820	18	Internsh. Anal	9,0%
BACH	Bachelor Thesis						12		360	12	Bachelor Thes	18,5%
ECTS/Semester		30	30	30	30	30	30			180		100,0%
Summe Semesterstunden												
Summe Workload (WL)		900	900	900	900	900	900					
WL-Stunden/Jahr		1800	1800	1800	1800	1800	1800					

Introduction to Management

Status: April 2018

Modul-Nr./ Code	0.1.1 EMAN
Modulbezeichnung	Einführung in das Management
Semester oder Trimester	1. Semester
Dauer des Moduls	Ein Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	-
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses Modul ist Grundlage des Management Cycle und hat insbesondere Bezüge zu BENV (analyze), STRA (plan), RESO (do), MACC (check), CHIN (act), zu den in besonderer Weise profilbildenden Modulen MACU und RTMA sowie zu den Studienschwerpunkt-Modulen.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Dirk Wagner
Name der/des Hochschullehrer/s	Prof. Dr. Dirk Wagner Prof. Dr. Patricia Girrbaach Joachim Scheiderer
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	05
Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 150 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 108 Stunden)
SWS	3
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Klausur 240' am Ende des Semesters § 14 (2) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	2.5 %

Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,</p> <ul style="list-style-type: none"> – Grundfragen des Managements sowie Bedeutung, Aufgaben und Rollen des Managers in unterschiedlichen Organisationen aus verschiedenen Perspektiven zu beschreiben – die wesentlichen Akteure und Institutionen des unternehmerischen Handelns zu definieren, zu unterscheiden und ihr Zusammenwirken zu erläutern – allgemeines und funktionales sowie normatives, strategisches und operatives Management in Zielen und Aufgaben zu differenzieren – das Konzept der Wertkette darzustellen und die primären, steuernden und unterstützenden Prozesse der Wertkette (nach M. E. Porter) zu unterscheiden – Management als Querschnittsfunktion zur Planung, Steuerung und Kontrolle des Ressourceneinsatzes und des Zusammenwirkens der Sachfunktionen anhand des PDCA-Zyklusses zu beschreiben – zu unterscheiden, welche Managementsituationen mit Hilfe welcher Methoden (analytisch, quantitativ, qualitativ, interpretativ) am besten bewältigt werden können – Die Finanzströme entlang der Wertkette zu benennen sowie die Bedeutung und Prinzipien des Rechnungswesens, der Finanzierung und der Investitionsrechnung zu beschreiben – Managementaufgaben integriert mit Hilfe qualitativer und quantitativer Methoden zu lösen – das Gelernte auf aktuelle Fragestellungen und in ausgewählten Fallbeispielen anzuwenden und, auch im Hinblick auf die eigene Verortung im Studium, kritisch zu hinterfragen.
Inhalte des Moduls	<ul style="list-style-type: none"> – Historische Entwicklungsschritte und ausgewählte Konzeptionen des Managements

	<ul style="list-style-type: none"> – Das multifunktionale sozio-technische System Unternehmung, dargestellt anhand der Wertkette nach M. E. Porter – Ziele und Aufgaben des allgemeinen und funktionalen Managements sowie des Projektmanagements – Die normative, strategische und operative Ebene des Managements – Rollen, Aufgaben und Kompetenzen im Management und deren kritische Reflexion aus kulturalistisch-konstruktivistischer Perspektive – Die Ressourcen der Unternehmung und der situative Einsatz der Instrumente des Managements, insbesondere Zielsetzung, Planung, Organisation/Delegation und Kontrolle unter Komplexitäts- und Ambiguitätsbedingungen – Grundkenntnisse der Finanzierung – Grundlagen des internen und externen Rechnungswesens (jeweils nach HGB und IFRS) – Verständnis von Investition und Unternehmensbewertung <p>Qualitative und quantitative Methoden zur Lösung von Managementaufgaben (z.B. qualitative Methoden zur Analyse von Organisation, Kultur, Mitarbeitermotivation und quantitative Methoden z.B. zur Bestimmung des Barwerts, des Ertragswerts oder der Kosten-, Erlös, Nachfrage-, Preis-Absatz- und Gewinn-funktion)</p>
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesung, Übungen zur Anwendung qualitativer und quantitativer Methoden auf Aufgabenstellungen des Management; Fallstudien
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Die Vorlesung ist als inhaltlich kohärente und integrierte Unterrichtseinheit konzipiert. Qualitative und quantitative Methoden werden im Zusammenhang der jeweiligen Management-Aufgaben integriert unterrichtet. Einzelne Methoden werden im Modul WISS und in separaten Tutorien eingeübt.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<u>Pflichtlektüre:</u>

	<p>Schreyögg, Georg, Koch, Jochen (2010): Grundlagen des Managements: Basiswissen für Studium und Praxis. 2. Aufl., Wiesbaden: Gabler.</p> <p>Meffert, Heribert, Burmann, Christoph, Kirchgeorg, Manfred (2012): Marketing: Grundlagen marktorientierter Unternehmensführung. 11. Aufl., Wiesbaden: Gabler.</p> <p>Bauer, Christian et al. (2008): Mathematik für Wirtschaftswissenschaftler. 5. Aufl., Stuttgart: Schäffer-Poeschel.</p> <p>Thommen, Jean-Paul, Achleitner, Ann-Kristin (2012): Allgemeine Betriebswirtschaftslehre - Umfassende Einführung aus managementorientierter Sicht. 7. Aufl., Wiesbaden: Gabler.</p> <p>Burr, Wolfgang, Stephan, Michael, Werkmeister, Clemens (2011): Unternehmensführung. 2. Aufl., München: Vahlen.</p> <p>Danner-Schröder / Müller-Seitz (2017) Qualitative Methoden in der Organisations- und Managementforschung, München, Vahlen (Auszüge)</p> <p>Bosch, Karl. (2012): Mathematik für Wirtschaftswissenschaftler. 15. Aufl., München: Oldenbourg.(Auszüge)</p> <p><u>Zusätzlich empfohlene Literatur:</u></p> <p>Daft, Richard L. (2012): New era of management. 11. ed., int. ed., Belmont: Cengage. [Ausgewählte Kapitel]</p> <p>Brealey, Richard A., Myers, Stewart, Allen, Franklin (2011): Principles of Corporate Finance. Concise ed., 2. ed., New York: McGraw-Hill Education. [Ausgewählte Kapitel]</p>
--	---

	<p>In der Veranstaltung werden weitere Schriften, wie Textauszüge, Fallbeispiele und Übungsaufgaben zur Verfügung gestellt.</p>
--	---

Re-Thinking Management: Culture, Society, Ethics

Status: Wintersemester 2018/2019

Modul-Nr./ Code	0.1.5 RTMA
Modulbezeichnung	Re-Thinking Management: Culture, Society, Ethics
Semester oder Trimester	1. Semester
Dauer des Moduls	Ein Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	-
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses Modul ist Voraussetzung für das Verständnis von Management und die Einordnung des Management Cycle und hat insbesondere Bezüge zu BENV (analyze), STRA (plan), RESO (do), MACC (check), CHIN (act), und zu dem in besonderer Weise profilbildenden Modul MACU. Es bereitet zugleich auf die Studienschwerpunkte vor und erläutert den integrativen Zusammenhang des Studiengangs.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Michael Zerr
Name der/des Hochschullehrer/s	Prof. Dr. Wendelin Küpers Prof. Dr. Michael Zerr N.N.
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	5
Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 150 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 108 Stunden)

SWS	3
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Voraussetzung für das Bestehen des Moduls (bestanden/ nicht bestanden) und die Vergabe von Leistungspunkten ist die regelmäßige Teilnahme und Bearbeitung der begleitenden Reflexions-Aufgaben
Gewichtung der Note in der Gesamtnote	entfällt
Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage</p> <ul style="list-style-type: none"> – den Zusammenhang von Erkenntnis und Interesse zu verstehen – die theoretische und praktische Kontingenz von Management und Wissen über Führung und Führungspraktiken und deren historische und kulturelle Bedingtheit zu interpretieren – Management einzuordnen in einen Diskurszusammenhang von instrumenteller Rationalität, Machbarkeit, technokratisch-bürokratischer Formalisierung und Quantifizierung, Entfremdung sowie Macht und Kontrolle, Ausbeutung und Dominanz – die „Cultural Turns“ konzeptionell und methodologisch für Analyse und Verständnis von Management und Führungspraxis fruchtbar zu machen – verschiedene Positionen, Ansätze, Konzepte, Diskurse und Schulen von Wirtschaftsethik aus philosophischen, ökonomischen und praktischen Blickwinkeln aus zu unterscheiden sowie deren Aussagen und Bedeutung zum Verhältnis von Ethik und Ökonomie darzustellen – die „Eigengesetzlichkeit“ und Determiniertheit wirtschaftlichen Handelns und die „Normativität der ökonomischen Sachlogik“ gegenüber ethischen Ansprüchen

	<p>kritisch zu hinterfragen und die Möglichkeiten einer Reintegrating von Práxis, Poesis und Phrónêsis zu reflektieren</p> <ul style="list-style-type: none"> – die eigenen Studienziele und persönlichen Motivationen für eine berufliche Tätigkeit im Management zu reflektieren, die kulturelle und soziale Bedingtheit ihres eigenen Denkens, Lernens und Handelns zu identifizieren und im Rahmen einer moderierten themenzentrierten Interaktion den Zusammenhang von „Gruppe, Thema, Ich und Globe“ zu reflektieren. – an sich selbst und bei „Anderen“ unterschiedliche Modi von “sensing” und “sense-making” zu erfahren und zu interpretieren und im Sinne einer ganzheitlichen Persönlichkeitsentwicklung zu integrieren – den integrativen Zusammenhang des Studiengangs wiederzugeben, zu verstehen und im Hinblick auf dessen Bedeutung für die eigene professionelle Entwicklung und lebenslanges Lernen zu interpretieren
Inhalte des Moduls	<ul style="list-style-type: none"> – Historische Entwicklung und Kontingenz des Wirtschaftssystems und von Organisationen – Individuum, Sozialität, (Inter-)Relation und Institution <ul style="list-style-type: none"> ○ Methodologischer Individualismus ○ Methodologischer Holismus ○ Vermittelnde Ansätze (u.a. Bourdieu, Elias, Beck, Giddens) ○ Relationale Ansätze, Netzwerktheorien ○ Institutionen (institutionelle Theorien, Logiken, Praxen) – Definition und historische Genese des Managementbegriffs – Zusammenhang von (europäischer7 eurozentrischer) Moderne und

	<p>Management</p> <ul style="list-style-type: none"> – Critical Management: Perspektiven, Ansätze, Konzepte, Reflexivität, Perspektiven – Cultural Turns, insbesondere <ul style="list-style-type: none"> ○ Interpretive Turn ○ Performative turn ○ Practice Turn ○ Spatial turn ○ Postcolonial Turn ○ Translational turn ○ Narrative turn ○ Iconic Turn ○ Relational Turn ○ Integral Turn – Interpretation, Hermeneutik, Phänomenologie – Einführung in die Ethik <ul style="list-style-type: none"> ○ Tugendethik ○ Deontologische Ansätze ○ Konsequentialismus ○ Diskursethik – Wirtschaftsethik <ul style="list-style-type: none"> ○ Homann ○ Wieland ○ Ulrich ○ Weitere Ansätze – Verhältnis von Ethik und Ökonomie <ul style="list-style-type: none"> ○ Verantwortungsebenen ○ Systemebenen ○ Integrationsebenen – Bedeutung und Anwendung von Ethik in Organisation, Führung und Management – Corporate Social Responsibility – Möglichkeiten der Reintegrating von Prâxis, Poesis und Phrônêsis – Integrativer Zusammenhang des Studiengangs – Einordnung und kritische Reflexion der Bedeutung des Management Cycle in Bezug auf die Managementlehre: – ReThinking spezifischer Management Funktionen
--	---

	– Moderierte Reflexion
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesungen, Textlektüre und -diskussion
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<u>Pflichtlektüre:</u> Insbesondere Beiträge aus der Buchserie Management – Culture – Interpretation. <u>Zusätzlich empfohlene Literatur:</u>

Business Environment

Status: April 2018

Modul-Nr./ Code	0.1.2 BENV
Modulbezeichnung	Business Environment
Semester oder Trimester	1. und 2. Semester
Dauer des Moduls	2 Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses Modul ist Teil des Management Cycle (analyze) und hat insbesondere Bezüge zu EMQM, STRA (plan), RESO (do), MACC (check), CHIN (act), zu den in besonderer Weise profilbildenden Modulen RTMA und MACU.
Modulverantwortlicher/Modulverantwortliche	Prof. Michael Gassner
Name der/des Hochschullehrer/s	Prof. Dr. Michael Gassner Dr. Stefan Jäger Benedikt Koziol
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	8
Gesamtworkload und ihre Zusammen- setzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 240 Stunden (Kontaktzeit = 84 Stunden, Selbststudium = 156 Stunden)
SWS	6
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Case Study am Ende des 2. Semesters § 14 (12) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	4 %

Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,</p> <ul style="list-style-type: none"> – politische, ökonomische, sozio-kulturelle, technologische, ökologische und rechtliche Einflussfaktoren auf unternehmerisches Handeln auf lokaler, regionaler, nationaler und internationaler Ebene und deren Wechselwirkungen zu beschreiben, – aktuelle ökonomische Problemstellungen und die wesentlichen Theorieansätze und Modelle der Makroökonomie darzustellen, einzuordnen und zu interpretieren, – die grundlegenden Rahmenbedingungen, Akteure, Institutionen und Instrumente (wirtschafts-) politischen Handelns darzustellen und politische Entscheidungen über die Verwendung gesellschaftlicher Ressourcen kritisch zu interpretieren, – die Bedeutung der Rechtsordnung für unternehmerisches Handeln im nationalen und internationalen Kontext zu beschreiben und unternehmerische Gestaltungsaufgaben mit den Mitteln des Privat-, Wirtschafts- Handels- und Arbeitsrechts zu lösen und – eine Pestel-Analyse durchzuführen.
Inhalte des Moduls	<ul style="list-style-type: none"> – Politische, ökonomische, soziale, technologische, ökologische und rechtliche Rahmenbedingungen unternehmerischen Handelns – Träger, Instrumente und Ziele der Wirtschaftspolitik – Die Bedeutung politischer Institutionen und Beziehungen für unternehmerisches Handeln – Wirtschaftsordnungen – Grundbegriffe der VWL – Kreislaufanalyse und

	<p>volkswirtschaftliche Gesamtrechnung</p> <ul style="list-style-type: none"> – Entwicklung wirtschaftlicher Indikatoren – Hauptgebiete der Makroökonomie – Gesellschaftlicher und demographischer Kontext unternehmerischen Handelns – Recht als Ordnungselement gesellschaftlichen Zusammenlebens und als Standortfaktor – Öffentliches Recht: Freiheitsgarantie und verlässliche Rahmenbedingungen – Formen privatrechtlicher Gestaltung im unternehmerischen Kontext, z.B.: <ul style="list-style-type: none"> ○ Grundzüge des Kaufvertragsrechts ○ Grundzüge des Werkvertragsrecht ○ Grundzüge des Gesellschaftsrechts ○ Grundzüge des Handelsrechts ○ Grundzüge des Arbeitsrechts – Vergleich unterschiedlicher Rechtskulturen und (Rechts-)formen grenzüberschreitenden Handelns – PESTEL-Analyse –
<p>Lehr- und Lernmethoden des Moduls</p>	<p>Kombination aus interaktiver Vorlesung, Übung, Selbststudium: Interaktive Vorlesung (Instruktion) Übung mit Fallstudien zu Standortentscheidungen und Länderanalysen (angeleitete Konstruktion durch Studierende) Selbststudium zur eigenständigen Vor- und Nachbereitung (Konstruktion und Reflektion)</p>
<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)</p>	<p>Fallstudien, Planspiele, Simulation, Exkursion zu politischen Institutionen oder Unternehmen mit aktuellen Standortentscheidungen</p> <p>Themen der Gastvorträge internationaler Experten sind „Auswirkungen wirtschaftlicher und politischer Entwicklungen auf die internationale Sicherheit sowie politische und wirtschaftliche Beziehungen“ (z.B. Planspiel „Politik und internationale Sicherheit (POL&IS)“ als viertägige Klausurtagung und Exkursion)</p>

<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)</p>	<p><u>Pflichtlektüre:</u></p> <p>Capon, Claire (2009): Understanding the business environment. 3. ed., Harlow (u.a.): Financial Times Prentice Hall.</p> <p>Gassner, Michael (2009): PESTEL – Strategie zur Beherrschung externer Risiken, in: Lutz Becker (Hg.), Digitale Fachbibliothek Management und Führungspraxis, Düsseldorf: Symposion.</p> <p>Kerth, Klaus, Asum, Heiko, Stich, Volker (2015): Die besten Strategietools in der Praxis: welche Werkzeuge brauche ich wann? Wie wende ich sie an? Wo liegen die Grenzen? 6. Aufl., München: Hanser.</p> <p>Wetherly, Paul; Otter, Doron (2014): The Business Environment. Themes and Issues in a Globalizing World. 3rd Revised edition Oxford University Press</p> <p><u>Zusätzlich empfohlene Literatur:</u></p> <p>Bofinger, Peter (2015): Grundzüge der Volkswirtschaftslehre: eine Einführung in die Wissenschaft von Märkten. 4. Aufl., München (u.a.): Pearson Studium. [excerpts]</p> <p>Führich, Ernst (2014): Wirtschaftsprivatrecht: Bürgerliches Recht, Handelsrecht, Gesellschaftsrecht. Basiswissen des Bürgerlichen Rechts und des Handels- und Gesellschaftsrechts für Wirtschaftswissenschaftler und Unternehmenspraxis. 12. Aufl., München: Vahlen. [excerpts]</p> <p>Guckelsberger, Ulli, Kronenberger, Stefan (2009): Grundzüge der Volkswirtschaftslehre: Lehr- und Übungsbuch. 5. Aufl., Ludwigshafen:</p>
--	--

	<p>Kiehl.</p> <p>Johnson, G., Scholes, K., Whittington, R. (2011): Exploring corporate Strategy: text & cases. 9. ed., Financial Times Prentice Hall.</p> <p>Macharzina, Klaus, Wolf, Joachim (2012): Unternehmensführung: das internationale Managementwissen, Konzepte – Methoden – Praxis. 8. Aufl., Wiesbaden: Gabler.</p> <p>Mankiw, Gregory N., Taylor, Mark P. (2012): Grundzüge der Volkswirtschaftslehre. 2. Aufl., Stuttgart: Schäffer-Poeschel.</p> <p>Rudzio, Wolfgang (2015): Das politische System der Bundesrepublik Deutschland. 9. Aufl., Wiesbaden: Springer VS Verlag. [excerpts]</p> <p>Worthington, Ian, Britton, Chris (2009): The Business Environment. 6. ed., Harlow (u.a.): Financial Times Prentice Hall.</p>
--	---

Einführung in das wissenschaftliche Arbeiten
und die empirische Sozialforschung

Status: April 2018

Modul-Nr./ Code	0.1.3 WISS
Modulbezeichnung	Einführung in das wissenschaftliche Arbeiten und die empirische Sozialforschung
Semester oder Trimester	1. und 2. Semester
Dauer des Moduls	Zwei Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	-
Häufigkeit des Angebots des Modul	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses Grundlagenmodul hat methodische Bezüge zu allen Modulen des General Managements und insbesondere zu den schwerpunktspezifischen Modulen.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Michael Zerr
Name der/des Hochschullehrer/s	Prof. Dr. Björn Bohnenkamp,
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	8
Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 240 Stunden (Kontaktzeit = 84 Stunden, Selbststudium = 156 Stunden)
SWS	6
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Lernportfolio § 14 (7) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	4 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul

	<p>erfolgreich absolviert haben, sind in der Lage,</p> <ul style="list-style-type: none"> – verschiedene Ansätze der Wissenschafts- und Erkenntnistheorie zu interpretieren und den Zusammenhang zwischen Wissenschaftstheorie und Standards wissenschaftlichen Arbeitens in den Wirtschafts- und Sozialwissenschaften zu erläutern – Methoden und Arbeitstechniken wissenschaftlichen Arbeitens und empirischer Sozialforschung sachgerecht anzuwenden und Verfahren der qualitativen und quantitativen Analyse durchzuführen – Wissenschaftliche Texte zu rezipieren und – Texte, Grafiken, Tabellenkalkulationen und Präsentationen unter Einsatz von Kreativitätstechniken und Standardsoftware zu erstellen, wissenschaftlich angemessen und effektiv zu kommunizieren und ihre Ergebnisse wirkungsvoll zu präsentieren.
Inhalte des Moduls	<ul style="list-style-type: none"> – Wissenschafts- und Erkenntnistheorie – Wissenschaftliche Vorgehensweise (Erkenntnisinteresse, Forschungsfrage, Theorien, Hypothesen, Methoden, Intertextueller Diskurs, Literaturrecherche) – Methoden der empirischen Sozialforschung einschließlich ihrer qualitativen und quantitativen Erhebungs- und Auswertungsmethoden – Rezeption wissenschaftlicher Literatur – Standards wissenschaftlicher Kommunikation (z.B. Zitationsweise, Bibliographie) – Präsentations- und Kreativitätstechniken

	<ul style="list-style-type: none"> – Lern- und Arbeitstechniken –
Lehr- und Lernmethoden des Moduls	Vorlesungen, Übungen, Selbststudium
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Die Methoden zur Erhebung und Auswertung qualitativer und quantitativer empirischer Daten werden integriert und einheitlich durch den jeweiligen Hochschullehrer unterrichtet.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<u>Pflichtlektüre:</u> Kornmeier, M. (2007): Wissenschaftstheorie und wissenschaftliches Arbeiten: eine Einführung für Wirtschaftswissenschaftler. Heidelberg: Physica. Schnell, R., Hill, P. B., Esser, E. (2013): Methoden der empirischen Sozialforschung. 10. Aufl., München: Oldenbourg. [Kapitel 1 bis 8] Hatzinger, R., Nagel, H. (2013): Statistik mit SPSS – Fallbeispiele und Methoden. 2. Aufl., München: Pearson Studium. [Kapitel 1 bis 8] Bortz, J., Döring, N. (2006): Forschungsmethode und Evaluation: für Human- und Sozialwissenschaftler. 4. Aufl., Berlin: Springer. Kleemann, F., Krähnke, U., Matuschek, I. (2009): Interpretative Sozialforschung: Eine praxisorientierte Einführung. 1. Aufl., Wiesbaden: VS Verlag. <u>Zusätzlich empfohlene Literatur:</u> Flick, U. (2012): Designing Qualitative Research. Los Angeles (u.a.) Sage.

English as a Foreign Language 1

Status: April 2018

Module-Nr./ Code	EFL1
Module title	English as a foreign language (Business English) 1
Semester or trimester	1 st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	English level C1
Applicability of the module	Interconnections with EFL2.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Lee Webb, Alaa Khalil, Larissa Vilhena, Jonathan Clark, Sean McGurrin
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the upper C1.1 level 80 % of assessment in a written examination (90') and 20 % in a test (15' oral form [job interview simulation]: listening comprehension and oral expression) § 14 (2) / § 14 (3) SPO 01.02.2014
Weighting of the grade within the total grade	2 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – communicate in a broad variety of business situations in the English language,

	<ul style="list-style-type: none"> – know advanced terminology used in business as well as parts of the language for specific purposes and apply the terminology in practical business situations, – write complex texts, – use important rhetorical skills in English business communication environments, – participate actively in practical situations, initiating both subject-oriented discussions as well as interpersonal talk. <p>English level C1.1 (according to the Common European Framework of Reference for Languages)</p>
Content of the module	Introduction to general business English terminology and vocabulary for specific purposes, introduction to business communication skills (written and oral), application of knowledge and skills in basic role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.
Teaching and learning methods of the module	Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Trappe, Tonya, Tullis, Graham (2012): Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman.</p> <p>Cotton, David, Falvey, David, Kent, Simon (2010): Market Leader: intermediate business English: Course book. Harlow (u.a.): Pearson Longman.</p> <p>Flinders, Steven, Sweeney, Simon (1996): Business English pair work 1. London: Penguin Books.</p> <p>Crowther-Alwyn, John (2013): Business roles: 12 simulations for business English. Cambridge: Cambridge University Press.</p> <p>Allison, John, Powell, Mark (2009): In</p>

	<p>company: case studies. 2. ed., Oxford: Macmillan.</p> <p>Emmerson, Paul (2010): Business grammar builder. 2. ed., Oxford: Macmillan.</p> <p><u>Periodicals:</u></p> <ul style="list-style-type: none">• The Economist: London, New York• Newsweek: the international newsmagazine. New York• New York Times• Financial Times• BBC News
--	--

German as a Foreign Language 1

Status: April 2018

Module-Nr./ Code	1.1.2 GER1
Module title	German as a Foreign Language 1
Semester or trimester	1 st Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module with elective possibilities
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with GER2.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Daniela Kleinheinz, Ingrid Loeb
Teaching language	German. (English if the students do not meet language requirements)
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1-A2 or B1-B2 according to the Common European Framework of Reference for Languages, CEFR Written examination, 90' and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014

Weighting of the grade within the total grade	2 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>either</p> <ul style="list-style-type: none"> – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A1-A2, with no previous knowledge of the language), <p>or</p> <ul style="list-style-type: none"> – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents (target level B1-B2, with previous knowledge of the language with approx. three years of German at school).
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> – Communication skills in everyday situations – Pronunciation and intonation – General vocabulary – Basic grammar – Business vocabulary – Simple application of the language in professional situations – Production of simple texts – Initial contact with the civilisation and culture of the German-speaking world <p>Target level A1-A2, specifically:</p> <ul style="list-style-type: none"> – The basics of the phonetic and written form of the foreign language – Basic grammatical structures – Basic lexis – Learning aids <p>Target level B1-B2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts

	– Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Recommendations to purchase books are made before the beginning of the semester.</u></p> <p><u>Language textbook:</u></p> <p>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2007): Delfin Lehrbuch + Arbeitsbuch, Teil 1, Lektion 1-7. Niveau A1. Ismaning: Hueber.</p> <p>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2008): Delfin Lehrbuch + Arbeitsbuch, Teil 2, Lektion 8-14. Niveau A2. Ismaning: Hueber.</p> <p>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2007): Delfin Lehrbuch + Arbeitsbuch, Teil 3, Lektion 15-20. Niveau B1. Ismaning: Hueber.</p> <p>Koithan, Ute, Lösche, Ralf-Peter (2013): Aspekte: Mittelstufe Deutsch: 2, Lehrbuch + Arbeitsbuch. Niveau B2. München: Klett-Langenscheidt.</p>

Grundlagen des Strategischen Managements

Status: April 2018

Modul-Nr./ Code	STRA
Modulbezeichnung	Grundlagen des strategischen Managements
Semester oder Trimester	2. Semester
Dauer des Moduls	Ein Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	In der Regel wird das Bestehen des Moduls 0.1.1 EMQM verlangt.
Verwendbarkeit des Moduls	Dieses Modul ist Teil des Management Cycle (plan) und hat insbesondere Bezüge zu den vorgelagerten Modulen EMQM, BENV (analyze), den nachgelagerten Modulen RESO (do), MACC (check), CHIN (act) sowie zu den in besonderer Weise profilbildenden Modulen MACU und RTMA und zu den Studienschwerpunktmodulen.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Frank Widmayer
Name der/des Hochschullehrer/s	Prof. Dr. Frank Widmayer Patrick Wesp
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	5
Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 150 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 108 Stunden)
SWS	3
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkte	Präsentation

Gewichtung der Note in der Gesamtnote	2,5 %
Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,</p> <ul style="list-style-type: none"> – Die Genealogie des Strategiebegriffs und seine Übertragung aus militärischen auf ökonomische und gesellschaftliche Zusammenhänge kritisch zu reflektieren – Strategie als Praxis (und Praktiken) zu dekonstruieren und - vor dem Hintergrund agiler und komplexer Unternehmen/Umwelten - den Prozess der Strategieentwicklung und –umsetzung, die Akteurskonstellation und die damit verbundenen Bedürfnisse nach Legitimation, Macht, Unsicherheitsbewältigung und Komplexitätsreduktion zu analysieren – Bedeutung und Ablauf strategischer Entscheidungsprozesse in globalen Märkten darzustellen, – ausgewählte Methoden der internationalen Unternehmens-, Umfeld-, Markt- und Wettbewerbsanalyse darzustellen und anzuwenden, – verschiedene Konzepte des strategischen Managements zu vergleichen, strategische Alternativen zu formulieren und systematisch geeignete Strategiealternativen auszuwählen, – Methoden zur Umsetzung und Implementierung einer Strategie anzuwenden und – Strategien als Konstruktion und Interaktion der Unternehmung/Organisation mit ihren gesellschaftlichen Umwelten zu verstehen und kritisch reflektieren zu können. – Diskussions- und Problemzusammenhänge unter

	<p>Einsatz angemessener Instrumente wirkungsvoll zu präsentieren</p> <ul style="list-style-type: none"> – innerhalb von Gruppenarbeiten Empathie zu demonstrieren und Argumentationsfähigkeiten anzuwenden
<p>Inhalte des Moduls</p>	<ul style="list-style-type: none"> – Strategische Denkweisen und Strategische Konzepte <ul style="list-style-type: none"> • Historische Annäherung • Kontingenz- und interaktionstheoretische Annäherungen • Market based View • Resource based View • Entrepreneurship & Intrapreneurship • Corporate Strategy • Competitive Strategy • Functional Strategies <ul style="list-style-type: none"> ▪ Strategisches Talent Management ▪ F&E und Technologie Strategien ▪ Sourcing Strategien – Der Prozess des strategischen Managements <ul style="list-style-type: none"> • Konzeptionelle Ansätze • Zielfindung • Strategische Planung • Strategiementierung • Strategische Kontrolle – Strategische Methoden und Frameworks und ihre kritische Reflexion: <ul style="list-style-type: none"> • SWOT • Wettbewerbsanalyse • Portfolio-Analyse • Five Forces • Weak Signals und Early Recognition • Anticipation • Positioning • 7-S Framework (McKinsey) • PPM (Project Portfolio Management) – Strategisches Management und Business Development

	<ul style="list-style-type: none"> – Strategisches Management und strategische Führung: Aktuelle Trends – Strategie und Gesellschaft, eine kritische Reflexion
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesung, Gruppenarbeit, Quellenarbeit, Fallstudien, Medien
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Gastvorträge von Experten aus Praxis und Wissenschaft
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p><u>Pflichtlektüre:</u></p> <p>Pfriem, Reinhard (2011): Unternehmensstrategien: ein kulturalistischer Zugang zum Strategischen Management. 2. Aufl., Marburg: Metropolis Verlag. (Grundlagen der Wirtschaftswissenschaft, Bd. 12).</p> <p><u>Zusätzlich empfohlene Literatur:</u></p> <p>Nagel, R., Wimmer, R. (2014): Systemische Strategieentwicklung – Modelle und Instrumente für Berater und Entscheider. 6. Aufl., Stuttgart: Schäffer-Poeschel.</p> <p>Stacey, R. D. (2011): Strategic Management and Organisational Dynamics. 6. ed., Harlow (u.a.): Financial Times Prentice Hall.</p> <p>Weitere Literatur wird in der Veranstaltung bekannt gegeben bzw. zur Verfügung gestellt (Internetquellen, Medien, Semesterapparat, Reader und/oder Hand-Outs)</p>

Kultur und Märkte

Status: April 2018

Modul-Nr./ Code	KUMA
Modultitel	Kultur und Märkte
Semester	2. Semester
Dauer des Moduls	1
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Häufigkeit des Angebots des Moduls	Einmal im Jahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses in besonderer Weise für die Karlshochschule profilbildende Modul hat Bezüge zu allen anderen Modulen des Studiengangs, insbesondere zu WISS und RTMA, zu allen Modulen des Management Cycle: EMQM, BENV (analyze), STRA (plan), RESO (do), MACC (check) und CHIN (act). Greift Reflexionen aus den Schwerpunktmodulen des ersten Semesters auf und begleitet die Schwerpunktmodule des zweiten Semesters.
Modulverantwortlicher	Prof. Dr. Dr. Björn Bohnenkamp
Name der Hochschullehrer	Prof. Dr. Dr. Björn Bohnenkamp Dr. Roman Lietz
Unterrichts-/ Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	5
Gesamtworkload und ihre Zusammen- setzung (Selbststudium + Kontaktzeit)	Gesamtworkload = 120 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 108 Stunden)
SWS	3
Art der Prüfung/ Voraussetzung für die	Essay

Vergabe von Leistungspunkten	
Gewichtung der Note in der Gesamtnote	2,5 %
Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,</p> <ul style="list-style-type: none"> – die Wechselwirkungen von Kultur, Märkten und Konsum zu verstehen und in ihrer Bedeutung für unternehmerisches Handeln – auch unter ethischen und normativen Aspekten – aus einer interpretativen wissenschaftlichen Perspektive zu benennen und zu beschreiben – Konsumismus als kulturelles und soziales Phänomen zu interpretieren und die Bedeutung des Konsums für die individuelle Bedürfnisbefriedigung einerseits und für die Aufrechterhaltung der bestehenden Wirtschaftsordnung und das Wachstumsparadigma andererseits kritisch zu hinterfragen – Kommunikationskulturen insbesondere durch Einsatz diskursanalytischer Methoden zu analysieren und die Relevanz von Metaphern, Bildern, Stereotypen und anderen kulturellen Topoi zu reflektieren – die Einbettung von Märkten in Strukturen von Ort, Zeit und Geschichten zu analysieren und als kulturell geformte Arenen mit Marktpotenzial zu identifizieren – das Konzept der „sozialen Konstruktion von Wirklichkeit“ (auch im Hinblick auf symbolischen Konsum) aus der Marktperspektive zu erläutern und auf das Handeln in Alltags- und Konfliktsituationen im unternehmerischen Kontext und in fremden Märkten anzuwenden – Marketing als Sinnangebot an die Gesellschaft zu beschreiben und darauf bezogene unternehmerische Aktivitäten zu beschreiben – Diskussions- und Problemzusammenhänge unter Einsatz angemessener Instrumente

	<p>wirkungsvoll zu präsentieren</p> <ul style="list-style-type: none"> – innerhalb von Gruppenarbeiten Empathie zu demonstrieren und Argumentationsfähigkeiten anzuwenden
Inhalte des Moduls	<ul style="list-style-type: none"> – Interdisziplinäre (mikroökonomische, makroökonomische, historische, systemtheoretische, kommunikative) Perspektiven auf Märkte – Interpretive, performative, spatial, narrative, iconic, translational, postcolonial turn – Fallstudien zu Marktstrukturdynamiken (Narrative, Ideologien, Legitimationen) – Einführung in die Diskursanalyse, beispielhafte diskursanalytische Studien – Konstruktion und Dekonstruktion von Trends – Grundlegende Funktionen der Marktbearbeitung durch Unternehmen – Techniken der Präsentation – Konsum- und Markttheorien
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesung
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Videolektüren und –analysen („Film Night“), Nutzung/Analyse von Social Media, Durchführung und Diskussion von Präsentationstechniken unter Einsatz von Video- und BlueScreen-Technologie
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p><u>Pflichtliteratur wird zu Beginn des Moduls vom Lehrenden bekannt gegeben.</u></p> <p><u>Empfohlene Literatur:</u></p> <p>N. N.</p>

English as a Foreign Language 2

Status: April 2018

Module-Nr./ Code	EFL2
Module title	English as a foreign language (Business English) 2
Semester or trimester	2 nd Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	The successful completion of the module 0.1.4 EFL1 is required.
Applicability of the module	Interconnections with EFL1.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Lee Webb, Alaa Khalil, Larissa Vilhena, Jonathan Clark, Sean McGurrian
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the upper level of C1.2 80% of assessment in a written examination (90') and 20% in a test (15' oral form [presentation in class]: listening comprehension and oral expression) § 14 (2) / § 14 (3) SPO 01.02.2014
Weighting of the grade within the total grade	2 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to:

	<ul style="list-style-type: none"> – communicate with ease in a broad variety of business situations in the English language, – know the advanced terminology used in business as well as the language for specific purposes and apply it confidently in practical business situations, – write complex and coherent texts, – express themselves spontaneously and fluently in different situations, – differentiate shades of meaning in complex contexts. <p>English Level C1.2 (according to the Common European Framework of Reference for Languages)</p>
Content of the module	Introduction to advanced business English terminology and vocabulary for specific purposes on an abstract and idiomatic level, advanced communication skills (written and oral), application of knowledge and skills in complex role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.
Teaching and learning methods of the module	Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Trappe, Tonya, Tullis, Graham (2012): Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman.</p> <p>Trappe, Tonya, Tullis, Graham (2012): Intelligent business: Coursebook: upper intermediate business English. Harlow (u.a.): Pearson Longman.</p> <p>Trappe, Tonya, Tullis, Graham (2011): Intelligent Business: Advanced Coursebook/ CD Pack. Harlow (u.a.): Pearson Longman.</p> <p>Cotton, David, Falvey, David, Kent, Simon (2010): Market Leader: intermediate business English: Course book. Harlow (u.a.): Pearson Longman.</p>

	<p>Flinders, Steven, Sweeney, Simon (1996): Business English pair work 1. London: Penguin Books.</p> <p>Crowther-Alwyn, John (2013): Business roles: 12 simulations for business English. Cambridge: Cambridge University Press.</p> <p>Allison, John, Powell, Mark (2009): In company: case studies. 2. ed., Oxford: Macmillan.</p> <p>Emmerson, Paul (2010): Business grammar builder. 2. ed., Oxford: Macmillan.</p> <p><u>Periodicals:</u></p> <ul style="list-style-type: none"> • The Economist: London, New York • Newsweek: the international newsmagazine. New York • New York Times • Financial Times • BBC News
--	---

German as a Foreign Language 2

Status: April 2018

Module-Nr./ Code	GER2
Module title	German as a Foreign Language 2
Semester or trimester	2 nd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module with elective possibilities
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	GER1
Applicability of the module	Interconnections with GER1.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Daniela Kleinheinz, Ingrid Loeb
Teaching language	German (English if the students do not meet language requirements)
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A2, B1, B2 or C1 according to the CEFR 4 ECTS: Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014

Weighting of the grade within the total grade	2 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A2, with little knowledge of the language), <p>or</p> <ul style="list-style-type: none"> – use their spoken language to take part in a suitable range of business communication situations, – draw up accompanying written documents (target level B1-B2, with previous knowledge of the language with approx. three years of German at school). <p>or</p> <ul style="list-style-type: none"> – follow complex business communication situations and take part in them using the spoken language, – write longer texts with analytical contents in German.
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> – Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. – Information on culture and civilisation is also included regularly in the course. <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> – The basics of the phonetic and written form of the foreign language – Basic grammatical structures – Basic lexis – Learning aids <p>Target level B1-B2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Learning aids

	<p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical exercises – Specialist business vocabulary – Different styles and degrees of formality – Advanced writing – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Recommendations to purchase books are made before the beginning of the semester.</u></p> <p><u>Language textbooks:</u></p> <p>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2008): Delfin Lehrbuch + Arbeitsbuch, Teil 2, Lektion 8-14. Niveau A2. Ismaning: Hueber.</p> <p>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2007): Delfin Lehrbuch + Arbeitsbuch, Teil 3, Lektion 15-20. Niveau B1. Ismaning: Hueber.</p> <p>Koithan, Ute, Lösche, Ralf-Peter (2010): Aspekte: Mittelstufe Deutsch: 2, Lehrbuch + Arbeitsbuch. Niveau B2. München: Klett-Langenscheidt.</p> <p>Koithan, Ute, Lösche, Ralf-Peter (2010): Aspekte: Mittelstufe Deutsch: 3, Lehrbuch + Arbeitsbuch. Niveau C1. München: Klett-Langenscheidt.</p>

Introductory Company Project

Status: April 2018

Module-Nr./ Code	I PRO
Module title	Introductory Company Project
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	“Introduction to scientific research methods” and “Basic Principles in Strategic Management”
Applicability of the module to other programs	This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialisation of the students.
Person responsible for the module	Prof. Dr. Dirk Nicolas Wagner
Name(s) of the instructor(s)	Prof. Dr. Dirk Nicolas Wagner
Teaching language	German/English/other (depends on the subject of the project and the “sponsor”)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self- study and contact hours)	Total work load = 180 hours (Contact hours = 84, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	Project work § 14 (11) CER
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	In teams of 5-6 participants, the students find a project (from a pool of external projects), plan it autonomously and implement it, starting with the generation of an idea and

	<p>concluding with a presentation of the results. In this process, they learn creative techniques and project management methods and develop communication and team-working skills.</p> <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – to develop a project idea and alternative approaches using selected creative techniques, – to plan a project, carry it out and supervise it using appropriate methods, present it in its various steps, including the following: <ul style="list-style-type: none"> ○ formulate a project brief ○ describe and assume the roles in a project team ○ draw up a project structure plan and a milestones plan ○ draw up a Gantt chart or a similar tool ○ plan and allocate resources using objective, time-related and budgetary criteria ○ draw up and present a project report and other reports (progress report, change request, meeting minutes etc.) ○ implement specific controlling instruments <p>The students are also able to work in teams and recognise the opportunities and problems that arise from teamwork. They are also able to find ways out of a crisis and solve conflicts. The project also gives them experience in collaboration based on the division of labour.</p>
Content of the module	<ul style="list-style-type: none"> – Introduction to the concept of the module – Historical outline and its role in a corporate context – Development, formulation and evaluation of a project idea and alternative approaches using selected creativity techniques – Project management starting with the project brief and concluding with the presentation of the results – Definition of the project objective – Formulation of the project brief – Composition of a project team – Draw up a project structure plan and a milestones plan – Draw up Gantt charts or use a similar tool

	<ul style="list-style-type: none"> – Plan and allocate resources using objective, time-related and budgetary criteria and find alternatives – Time buffer and uncertainty, critical path – Reporting and controlling instruments: progress report, change request, meeting minutes etc. – Implement controlling instruments – Overview of the architecture and application of selected project tools – Teambuilding, communication in a project, conflict management and crisis management – Revision and critical analysis
Teaching and learning methods of the module	<p>Introductory workshops on methods and techniques Autonomous teamwork (self-managed teams) Coached teamwork</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>An external project provided by a partner company or organization defined and managed by the students should be completed or carried out up to a specific milestone.</p>
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Verzuh, Eric (2015): The fast forward MBA in Project Management. 5. ed., Hoboken N.J.: John Wiley & Sons.</p> <p><u>Recommended reading:</u></p> <p>Becker, L.; Ehrhardt, J., Gora, W. (Hrsg.) (2009). Projektführung und Projektmanagement. Düsseldorf: Symposion.</p> <p>Boos, E. (2011). Das große Buch der Kreativitätstechniken. München: Compact.</p> <p>International Institute of Business Analysis (2015). BABOK v3 – A Guide to The Business Analysis Body of Knowledge. Toronto: International Institute of Business Analysis.</p> <p>Knapp, J. (2016). SPRINT. How to solve big problems and test new ideas in just five days. New York: Simon & Schuster.</p> <p>Kumar, V. (2013). 101 Design Methods. A structured approach for driving innovation in your organization. Hoboken N.J.: John Wiley & Sons.</p>

	<p>Morris, P. (2013). Reconstructing Project Management. Chichester: John Wiley & Sons.</p> <p>Osterwalder, A.; Pigneur, Y.; Bernarda, G.; Smith, A. (2014). Value Proposition Design. Hoboken N.J.: John Wiley & Sons.</p> <p>Michalko, M. (2006). Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.</p> <p>Project Management Institute (2017). A guide to the Project Management Body of Knowledge (PMBOK guide). Pennsylvania: Project Management Institute.</p> <p>Schelle, H. (2014). Projekte zum Erfolg führen: Projektmanagement systematisch und kompakt. 7. Aufl., München: dtv.</p> <p>Sutherland, J. (2014). SCRUM. A revolutionary approach to building teams, beating deadlines and boosting productivity. London: Random House.</p>
--	--

Resources: Financial Resources, Human Resources, Organization

Status: April 2018

Module-Nr./ Code	RESO
Module title	Resources: Financial Resources, Human Resources, Organization
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	Seminars, accompanied by tutorials to optimise the link between theory and practice
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 0.1.1 IMQM is required.
Applicability of the module	<p>This module is part of the management cycle (do) und has interconnections to the earlier modules IMQM, BENV (analyze), STRA (plan), the later modules MACC (check) and CHIN (act) as well as to the especially distinguishing module EIM and to the IB specific modules IKMK, INMN, MOPS, SUDE, IFAS and IMOF.</p> <p>This module is part of all the Bachelor programs at Karlshochschule International University.</p>
Person responsible for the module	Prof. Frank Widmayer
Name(s) of the instructor(s)	Prof. Frank Widmayer, Volker Rojahn, Prof. Dr. Dirk Wagner, Iris Wuttke-Hilke
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 84, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award	Presentation

of credits	§ 14 (9) CER
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – execute strategy based through a management process where they <ul style="list-style-type: none"> –assess –select –recruit/procure –organize –allocate & –develop financial and human resources, – manage resources in a purposeful way in the context of varying conditions (“constraints”), strategies and conflict situations (“tensions”), – apply different methods of researching and making decisions regarding the procurement measures required in a company, – describe the tasks and instruments of financial management (financial consequences of productivity-based decisions, alternative forms of financing, short and long-term financial and liquidity planning, capital expenditure budgeting including its mathematical principles), – understand the role of human resource management within the context of general management, explain and critically question the most important structures and processes of HRM and apply selected methods and tools of personnel management, – analyse the composition of the organization and its formal structure, interpret the objectives and conditions of structuring an organization and assess organization structures with a view to the situation and cultural context.
Content of the module	–Differentiation between the factors work

	<p>and capital</p> <ul style="list-style-type: none"> – The interrelation between productivity-based and financial decisions in a company – Decisions on the employment of capital (principles, static and dynamic methods of capital expenditures budgeting) – Decisions on the procurement of capital (systemisation and presentation of various financing types) – Tasks and instruments of financial management – Principles of financial and liquidity planning – Development and implementation of HR strategies – HR planning and procurement – HR selection – Personnel leadership, employee loyalty, personnel development – Views of man, work structuring, motivation, performance and reward – Conditions, objectives and concept of international HRM – Diversity as a challenge for personnel development – Interdependency between the organization and the individual – Organization with the context of starting a company – The organization from an institutional, functional and instrumental perspective – Organizational conditions and tensions – Structures and processes in conflict areas of formal and informal organization – The impact of corporate culture on organization structuring
Teaching and learning methods of the module	Augmented-learning game with interactive lectures, group work and group discussions
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Torrington, D., Hall, L., Taylor, S. (2009): Fundamentals of Human Resource Management: Managing People at Work. Harlow (u.a.): Financial Times Prentice Hall.</p> <p>Atrill, P., McLaney, E. (2017), Accounting</p>

	<p>and finance for non-specialists. 10.ed. Harlow: Pearson Education.</p> <p>Child, J. (2015): Organization: Contemporary Principles and Practice. 2. ed., Chichester: John Wiley & Sons.</p> <p>Frankfurt, H. (2005). On bullshit. Princeton N.J.: Princeton University Press.</p> <p><u>Supplementary recommended reading:</u></p> <p>Amstrong, M.; Taylor, S. (2017). Armstrong's Handbook of Human Resource Management Practice: Essentials of Category Management, SRM, Negotiation, Contract Management and Supply Chain Management. 14. ed. London: Kogan Page.</p> <p>Brealey, R., Myers, S., Allen, F. (2016): Principles of Corporate Finance. 12. ed., New York: McGraw-Hill Education.</p> <p>Levitt, S., Dubner, S. (2009): Freakonomics: a Rogue Economist Explores the Hidden Side of Everything: New York (u.a.): Harper.</p> <p>Jones, G. (2013): Organizational Theory, Design, and Change: Text and Cases. Global ed., 7. ed., Boston (u.a.): Pearson Education.</p> <p>Watson, D., Head, A. (2016). Corporate Finance. Principles and Practice. 7. ed., Harlow (u.a.): Pearson Education.</p> <p>Malik, F., Scherer, J. (2015). Managing Performing Living: Effective Management for a New World, Frankfurt: Campus Verlag.</p>
--	---

Arabic 1

Status: April 2018

Module-Nr./ Code	ARA1
Module title	Arabic 1
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Arabic has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with ARA2 and ARA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Radwa Krätzschar
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – know the basics of the Arabic alphabet and, with guidance, structure simple sentences

	<p>and classify individual elements,</p> <ul style="list-style-type: none"> – know the basics of the phonetic system and name the most important differences between the Arabic language and their own language using examples, – produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone).
Content of the module	<ul style="list-style-type: none"> – The alphabet (sounds and written), the article, gender, the nominal sentence, numbers, the adjective, radical, the broken plural, declination and conjugation, prepositions. – The house; the telephone conversation; in town; breakfast with the family; at the market; giving directions; receiving somebody; going out; the Arab League; Europe. – The phonetic and graphic code of the foreign language. – The type of basic grammatical structure (root languages, iconographic languages, spoken languages) and construction principles. – Basic vocabulary. – Learning aids.
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Language textbook:</u></p> <p>Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard (2011): Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.</p>

Chinese 1

Status: April 2018

Module-Nr./ Code	CHI1
Module title	Chinese 1
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Chinese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with CHI2 and CHI3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafort
Name(s) of the instructor(s)	Xiaojun Gundermann-Han, Xiaoqin Liu
Teaching language	Chinese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – know the basics of the Chinese alphabet and, with guidance, structure simple

	<p>sentences and classify individual elements,</p> <ul style="list-style-type: none"> – know the basics of the phonetic system and name the most important differences between the Chinese language and their own language using examples, – produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone). <p>.</p>
Content of the module	<ul style="list-style-type: none"> – The phonetic and graphic code of the foreign language. – The type of basic grammatical structure (root languages, iconographic languages, spoken languages) and construction principles. – Basic vocabulary. – Learning aids.
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>Chen, Fu, Zhu, Zhiping, Cordes, Ruth (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination)</p> <p>Zhang, Hong, Zhu, Xiaoxing (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination)</p> <p>Gu, Wen, Meinshausen, Frank (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.</p>

French 1

Status: April 2018

Module-Nr./ Code	FRA1
Module title	French 1
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if French has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with FRA2 and FRA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Ariane Fleuranceau, Gerard Massé, Marine Roland-Hohenstein
Teaching language	French (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.1. (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language. <p>Intermediate:</p> <ul style="list-style-type: none"> – understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans. <p>Advanced:</p> <ul style="list-style-type: none"> – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents.
<p>Content of the module</p>	<p>The contents in general:</p> <ul style="list-style-type: none"> – Communication skills in everyday situations – Pronunciation and intonation – General vocabulary – Basic grammar – Business vocabulary – Simple application of the language in professional situations – Production of simple texts – Initial contact with the civilisation and culture of the French-speaking world <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> – The basics of the phonetic and written form of the foreign language – Basic grammatical structures – Basic lexis – Learning aids <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference – More complex grammar structures and varieties – Basic lexis

	<ul style="list-style-type: none"> – Learning aids <p>Target level B1 and B2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>Girardet, Jacky, Pécheur, Jacques (2010): Écho A1: méthode de français. Paris: CLE International.</p> <p>Girardet, Jacky, Pécheur, Jacques (2010): Écho A2: méthode de français. Paris: CLE International.</p> <p>Girardet, Jacky, Pécheur, Jacques (2010): Écho B1.1: méthode de français. Paris: CLE International.</p> <p>Carlo, Catherine, Causa, Mariella (2010): Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International.</p> <p>Penfornis, Jean-Luc (2004): Vocabulaire Progressif du Français des Affaires. Paris: CLE International.</p> <p>Steele, Ross (2004): Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International.</p>

Italian 1

Status: April 2018

Module-Nr./ Code	ITA1
Module title	Italian 1
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Italian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with ITA2 and ITA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Dr. Claudio Fantinuoli
Teaching language	Italian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.1. (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language. <p>Intermediate:</p> <ul style="list-style-type: none"> – understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans. <p>Advanced:</p> <ul style="list-style-type: none"> – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents.
<p>Content of the module</p>	<p>The contents in general:</p> <ul style="list-style-type: none"> – Communication skills in everyday situations – Pronunciation and intonation – General vocabulary – Basic grammar – Business vocabulary – Simple application of the language in professional situations – Production of simple texts – Initial contact with the civilisation and culture of the Italian-speaking world <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> – The basics of the phonetic and written form of the foreign language – Basic grammatical structures – Basic lexis – Learning aids <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference – More complex grammar structures and varieties – Basic lexis – Learning aids

	<p>Target level B1 and B2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Learning aids
Teaching and learning methods of the module	<p>Task-based learning Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>Special features are specified at the beginning of the semester.</p>
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>Zorzan, Lorenza (2010): Con Piacere A1: Lehr- und Arbeitsbuch. Stuttgart: Klett.</p> <p>Rovere-Fenati, Beatrice (2011): Con Piacere A1: Trainingsbuch. Stuttgart: Klett.</p> <p>Zorzan, Lorenza (2011): Con Piacere A2 : Lehr- und Arbeitsbuch. Stuttgart: Klett.</p>

Japanese 1

Status: April 2018

Module-Nr./ Code	JAP1
Module title	Japanese 1
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory (if Japanese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with JAP2 and JAP3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Tanya Wodopia
Teaching language	Japanese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – know the basics of the Japanese alphabet and, with guidance, structure simple sentences and classify individual

	<p>elements,</p> <ul style="list-style-type: none"> – know the basics of the phonetic system and name the most important differences between the Japanese language and their own language using examples, – produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone).
Content of the module	<ul style="list-style-type: none"> – The phonetic and graphic code of the foreign language. – The type of basic grammatical structure and construction principles. – Basic vocabulary. – Learning aids.
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>Clarke, H.D.B., Hamamura, Motoko (2003): Colloquial Japanese: The complete course for beginners. London (u.a.): Routledge.</p>

Portuguese 1

Status: April 2018

Module-Nr./ Code	POR1
Module title	Portuguese 1
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Portuguese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with POR2 and POR3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Vilza Cristina Muricy-Geiger
Teaching language	Portuguese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1 (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language. <p>Intermediate:</p> <ul style="list-style-type: none"> – understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans. <p>Advanced:</p> <ul style="list-style-type: none"> – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents.
<p>Content of the module</p>	<p>The contents in general:</p> <ul style="list-style-type: none"> – Communication skills in everyday situations – Pronunciation and intonation – General vocabulary – Basic grammar – Business vocabulary – Simple application of the language in professional situations – Production of simple texts – Initial contact with the civilisation and culture of the Portuguese-speaking world <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> – The basics of the phonetic and written form of the foreign language – Basic grammatical structures – Basic lexis – Learning aids <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference – More complex grammar structures and

	<p>varieties</p> <ul style="list-style-type: none"> – Basic lexis – Learning aids <p>Target level B1, B2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>Eberlein O.F. Lima, Emma (2009): Novo Avenida Brasil: curso básico de português para estrangeiros. 2, Sao Paulo: E.P.U.</p> <p>Eberlein O.F. Lima, Emma (2009): Novo Avenida Brasil: curso básico de português para estrangeiros. 3, Sao Paulo: E.P.U.</p> <p>Prata, Maria (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. A1+A2, Stuttgart: Klett. (Lehrbuch mit 2 Audio-CDs)</p> <p>Prata, Maria (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. Stuttgart: Klett. (Arbeitsbuch)</p> <p>Osborne, Esmenia Simões (2005): Colloquial Portuguese of Brazil: the complete course for beginners. New York: Routledge.</p>

Russian 1

Status: April 2018

Module-Nr./ Code	RUS1
Module title	Russian 1
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Russian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with RUS2 and RUS3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Natalia Ezhkova
Teaching language	Russian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none">– know the Cyrillic alphabet and read simple texts,– deal with simple everyday situations in the

	<p>spoken language,</p> <ul style="list-style-type: none"> – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.
Content of the module	<p>The phonetic and graphic code of the Russian language.</p> <p>Basic grammatical structures Basic lexis Learning aids</p>
Teaching and learning methods of the module	<p>Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>Special features are specified at the beginning of the semester.</p>
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>Loos, Harald, Berditschewski, Anatoli (2008): Projekt: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination)</p> <p>Sokolowa, Ludmila, Zeller, Heiner (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p> <p>Sokolowa, Ludmila, Zeller, Heiner (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p>

Spanish 1

Status: April 2018

Module-Nr./ Code	SPA1
Module title	Spanish 1
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Spanish has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with SPA2 and SPA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Maritza Bayona, Gabriela Farah de Günther, Ana Garcia Merinero, Dr. Uta Köhler-Escobar, Aidé Blanca Melz
Teaching language	Spanish (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.1. (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014

Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language. <p>Intermediate:</p> <ul style="list-style-type: none"> – understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans. <p>Advanced:</p> <ul style="list-style-type: none"> – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents.
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> – Communication skills in everyday situations – Pronunciation and intonation – General vocabulary – Basic grammar – Business vocabulary – Simple application of the language in professional situations – Production of simple texts – Initial contact with the civilisation and culture of the Spanish-speaking world <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> – The basics of the phonetic and written form of the foreign language – Basic grammatical structures – Basic lexis – Learning aids <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of the phonetic knowledge

	<p>of the foreign language and work on L1 phonetic interference</p> <ul style="list-style-type: none"> – More complex grammar structures and varieties – Basic lexis – Learning aids <p>Target level B1, B2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>González Salgado, C. (2007): ene A1: der Spanischkurs; Medienkombination. Ismaning: Hueber.</p> <p>González Salgado, C., Sanz Oberberger, C. (2010): ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber.</p> <p>González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E. (2010): ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p>González Salgado, C. et al. (2012): ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p>Gelabert, Maria J. (Hrsg.) (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber.</p> <p>Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López (2007): Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen. Ismaning: Hueber.</p>

Advanced Company Project

Status: April 2018

Module-Nr./ Code	APRO
Module title	Advanced Company Project
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	IPRO
Applicability of the module to other programs	This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialisation of the students.
Person responsible for the module	Prof. Dr. Dirk Nicolas Wagner
Name(s) of the instructor(s)	Prof. Dr. Dirk Nicolas Wagner
Teaching language	German/English/other (depends on the subject of the project and the "sponsor")
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Project work § 14 (11) CER
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to autonomously identify, plan and implement a selected social or business project, e.g. from the fields of culture, tourism, marketing, business development, trade fair, convention, event,

	organisation, personnel etc. with the help of tutors (instructors) and supervisors (professors). This involves integrating, applying and implementing the knowledge acquired in the modules to date.
Content of the module	Autonomous development of a project idea and implementation of a project under supervision and in collaboration with external partners ("sponsors"). If relevant, students can base their project on work carried out in the project module in the 3 rd semester.
Teaching and learning methods of the module	Project work in a team of 5-6 participants (tutored)
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<ul style="list-style-type: none"> – The projects are developed in close collaboration with interested companies or social organisations, in some cases on location – Students draw-up a written presentation for the sponsor – The following is assessed: <ul style="list-style-type: none"> • The content and formal quality of the presentation and documentation • The academic performance of the written paper, research and analysis – Students are expected to carry out project management as regards content and timing, which is fully documented. They are expected deliver the following: <ul style="list-style-type: none"> • Put together and organise a project team • Coordinate with the sponsor and the university instructor and other stakeholders (other groups) • Draw up a project brief and target definition in writing • Milestone and project structure planning and schedule in line with traditional and/or agile project management techniques • Present the individual work packages (Who does what by when?) taking into consideration the personal time budget • Weekly status update for the client and the university instructor (project progress report and meeting minutes) including work packages, to-do's of the relevant time period (planned, in progress / degree of completion, completed),

	<ul style="list-style-type: none"> plan/actual comparison • Quality assurance, risk and problem management • Project conclusion, delivery of performance and meeting of deadlines
<p>Literature (Required reading/supplementary recommended reading)</p>	<p>The selection of literature is carried out by the students with the guidance of their tutors. The following is a list of optional general background reading:</p> <p>Morris, J.; Pinto, J.; Söderlund, J. (2012). The Oxford Handbook of Project Management. Oxford: Oxford University Press.</p> <p>Morris, P. (2013). Reconstructing Project Management. Chichester: John Wiley & Sons.</p> <p>Montgommery, C. (2012). The Strategist. Be the leader your business needs. London: Harper Collins.</p> <p>International Institute of Business Analysis (2015). BABOK v3 – A Guide to The Business Analysis Body of Knowledge. Toronto: International Institute of Business Analysis.</p> <p>Knapp, J. (2016). SPRINT. How to solve big problems and test new ideas in just five days. New York: Simon & Schuster.</p> <p>Kumar, V. (2013). 101 Design Methods. A structured approach for driving innovation in your organization. Hoboken N.J.: John Wiley & Sons.</p> <p>Osterwalder, A.; Pigneur, Y.; Bernarda, G.; Smith, A. (2014). Value Proposition Design. Hoboken N.J.: John Wiley & Sons.</p> <p>Michalko, M. (2006). Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.</p> <p>Project Management Institute (2017). A guide to the Project Management Body of Knowledge (PMBOK guide). Pennsylvania: Project Management Institute.</p> <p>Sutherland, J. (2014). SCRUM. A revolutionary approach to building teams,</p>

	beating deadlines and boosting productivity. London: Random House.
--	---

Managerial Accounting

Status: April 2018

Module-Nr./ Code	MACC
Module title	Managerial Accounting
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	<ul style="list-style-type: none">- Introduction to Management and its Quantitative Methods- Strategic Planning- Resources: Finance, Human Resources, Organisation
Applicability of the module to other programmes	This module is part of all the Bachelor programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Patricia Girrbach
Name(s) of the instructor(s)	Prof. Dr. Patricia Girrbach Joachim Scheiderer Thomas Steinert
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (180') § 14 (2)
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated

	<p>in this module are able to</p> <ul style="list-style-type: none"> – present the meaning of corporate accounting as source of information, which generates figures that are useful for external stakeholders to assess the company’s business performance (external accounting, annual financial statement) and for internal stakeholders to make business decisions based on the data (internal accounting), – define the structure and the data of the annual financial statement, describe how the balance sheet is drawn up, including bookkeeping and the profit and loss account, explain the different items of the balance sheet and the profit and loss account and understand their significance, – understand budgeting and accrual accounting from a financial management as well as from a political perspective, – describe cost accounting as basis for budget planning and as basis for the calculation of products, services, contracts, projects etc., – present the meaning of cost management and define adequate methods (cost / benefit calculation, calculation of cost types, cost centres and cost units, cost accounting and cost allocation), – understand the implications of Economic Value Added (EVA) and related concepts from a shareholder and from a stakeholder perspective.
Content of the module	<ul style="list-style-type: none"> – Module 1 - Balance Sheet & Cases – Module 2 - Income statement & transaction analysis – Module 3 - Cost Volume Profit Analysis including BEP – Module 4 - Job order costing – Module 5 - Budgeting – Module 6 - Accrual accounting and M&A – Module 7 - Cash Flow and M&A – Module 8 - EVA (shared value)

Teaching and learning methods of the module	Interactive lectures, business simulations, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Blended learning supported by an online learning platform including learning videos, quizzes and exercises
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Jones, J., Mowen, M.; Hansen, D. (2011): Financial and managerial accounting: the cornerstones of business decisions. 2. ed., Mason: South-Western Cengage.</p> <p><u>Supplementary recommended reading:</u></p> <p>Atrill, P., McLaney, E. (2017). Accounting and finance for non-specialists. 10.ed. Harlow: Pearson Education.</p> <p>Baker, L. (2017). Truth, Lies & Statistics: How to Lie with Statistics. Ebook: Independently Published.</p> <p>Brealey, R., Myers, S., Allen, F. (2016). Principles of Corporate Finance. 12. ed., New York: McGraw-Hill Education.</p> <p>Levitin, D. (2018). A Field Guide to Lies and Statistics: A Neuroscientist on How to Make Sense of a Complex World. London: Penguin.</p> <p>Watson, D., Head, A. (2016). Corporate Finance. Principles and Practice. 7. ed., Harlow (u.a.): Pearson Education.</p> <p>Wong, D. (2013). The Wall Street Journal Guide to Information Graphics. New York: Norton & Company.</p>

International & Sustainable Finance

Status: April 2018

Module-Nr./ Code	IFAS
Module title	International & Sustainable Finance
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	RESO
Applicability of the module to other programmes	
Person responsible for the module	Prof. Dr. Dirk Wagner
Name(s) of the instructor(s)	Dr. Wolfgang Spiess-Knafl
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar Paper § 14 (5) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none">- discuss financial management and market theories and their applications in practice- illustrate the implications of financial planning, long-term financial decisions, working capital management and currency risk

	<p>management for international sustainable business</p> <ul style="list-style-type: none"> - interpret the concept of sustainable finance and investment, explain diverse sources of finance and critically evaluate different approaches to sustainability controlling - recognize the critical role of capital markets and fiscal policy in moving towards sustainability - critically reflect on the ethical “blindness” of capital markets from various disciplinary perspectives - analyse the financial process related to at least one specific and complex international management issue
Content of the module	<ul style="list-style-type: none"> - Financial planning, capital budgeting and strategic long term financing decisions - Working capital management - Currency markets and currency risk management - Financial Value Drivers and Sustainable Return on Investment - Sustainability accounting, information requirements and integrated information systems - The role of capital markets and sustainable and ethical financial products - Islamic banking and financing - Public finance and fiscal reform - Environment and Natural Resource Taxation - The System of Environmental – Economic accounting (SEEA)
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Class presentations, cases
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading</u></p> <p>Krugman, Paul R.; Obstfeld, Maurice; Melitz, Marc (2017): International Finance Theory and Policy, 11 ed., Global ed., Malaysia: Pearson,</p> <p>Hayat, Usman; Malik, Adeel (2014): Islamic Finance: Ethics, Concepts and Practice, CFA Institute Research Foundation.</p> <p>Jeuken, Marcel H. (2015); Sustainable Finance & Banking, New York: Taylor & Francis.</p>

	<p>Richardson, Benjamin J. (2011): From fiduciary duties to fiduciary relationships for socially responsible investing: responding to the will of beneficiaries. In: Journal of Sustainable Finance & Investment, 1(1), 5-19.</p> <p>Waygood, Steve (2011): How do the capital markets undermine sustainable development? What can be done to correct this? In: Journal of Sustainable Finance & Investment, 1(1), 81-87.</p> <p><u>Additional Reading</u></p> <p>Eun, Cheol S.; Resnick, Bruce G. (2014): International financial management. 7. ed., Boston: McGraw-Hill/Irwin.</p> <p>Tantram, Joss (2017): Capitalism: what's the point? A pioneering book about sustainable economics, sustainable business and sustainable finance, Terrafiniti</p> <p>Messy, Yves G. A. (2016): Sustainable Finance: Investment strategies for the Ethical and Sustainable Purpose Investor,</p>
--	---

Arabic 2

Status: April 2018

Module-Nr./ Code	ARA2
Module title	Arabic 2
Semester or trimester	4 th semester
Duration of module	Single semester (if Arabic has been selected as second foreign language)
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 ARA1
Applicability of the module	Interconnections with ARA1 and ARA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Radwa Krätzschar
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none">– have an extended knowledge of the fundamentals of the Arabic alphabet,– identify a suitable number of individual

	<p>elements,</p> <ul style="list-style-type: none"> – deduct meaning from contexts, – carry out simple dialogues in everyday situations.
Content of the module	<ul style="list-style-type: none"> – The perfect, the verb sentence, the nisbe ending, the genitive link, the suffixed personal pronouns, determination (summary), the adverb, the imperfect, the demonstrative pronouns, conjunctive and apocopate, the imperative, negation. – A personal letter; at the travel agent's; at the grocer's; in a restaurant; international news; in a bookshop; my university; in a hotel. – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbook:</u></p> <p>Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard (2011): Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.</p>

Chinese 2

Status: April 2018

Module-Nr./ Code	CHI2
Module title	Chinese 2
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Chinese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 CHI1
Applicability of the module	Interconnections with CHI1 and CHI3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Xiaojun Gundermann-Han, Xiaoqin Liu
Teaching language	Chinese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – have an extended knowledge of the basics of the Chinese alphabet,

	<ul style="list-style-type: none"> – identify a suitable number of individual elements, – deduct meaning from contexts, – carry out simple dialogues in everyday situations.
Content of the module	<ul style="list-style-type: none"> – Further phonetic and graphic characteristics of the foreign language code – Basic grammar – Extension of basic vocabulary – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>Chen, Fu, Zhu, Zhiping, Cordes, Ruth (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination)</p> <p>Zhang, Hong, Zhu, Xiaoxing (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination)</p> <p>Gu, Wen, Meinshausen, Frank (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.</p>

French 2

Status: April 2018

Module-Nr./ Code	FRA2
Module title	French 2
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if French has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 FRA1
Applicability of the module	Interconnections with FRA1 and FRA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Ariane Fleuranceau, Gerard Massé, Marine Roland-Hohenstein
Teaching language	French (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.2 (Beginners), B1.2 (Intermediate), B2-C1 (Advanced) according to the Common European Framework of Reference for Languages, CEFR Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total	3 %

grade	
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> – deal with simple to more complex everyday situations and simple business situations in the spoken language, – write standard texts (e.g. lists) autonomously in French <p>Intermediate:</p> <ul style="list-style-type: none"> – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents <p>Advanced:</p> <ul style="list-style-type: none"> – use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, – draw up accompanying simple written documents (handouts, short reports) – follow complex business communication situations and take part in them using the spoken language, – write longer texts with analytical contents in French
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> – Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. – Information on culture and civilisation is also included regularly in the course. – Extension of business terminology. Use of the terminology and the structures in business situations. <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference – More complex grammar structures and varieties – Basic lexis – Learning aids

	<p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Colloquial language – Learning aids <p>Target C1, specifically:</p> <ul style="list-style-type: none"> – Specialist business vocabulary – Different styles and degrees of formality – Advanced writing – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>Girardet, Jacky, Pécheur, Jacques (2010): Écho A1: méthode de français. Paris: CLE International.</p> <p>Girardet, Jacky, Pécheur, Jacques (2010): Écho A2: méthode de français. Paris: CLE International.</p> <p>Girardet, Jacky, Pécheur, Jacques (2010): Écho B1.1: méthode de français. Paris: CLE International.</p> <p>Carlo, Catherine, Causa, Mariella (2010): Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International.</p> <p>Penfornis, Jean-Luc (2004): Vocabulaire Progressif du Français des Affaires. Paris: CLE International.</p> <p>Steele, Ross (2004): Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International.</p> <p>Pécheur, J. (2010): Civilisation Progressive du Français : Niveau avancé. Paris: CLE International.</p>

Italian 2

Status: April 2018

Module-Nr./ Code	ITA2
Module title	Italian 2
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Italian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 ITA1
Applicability of the module	Interconnections with ITA1 and ITA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Dr. Claudio Fantinuoli
Teaching language	Italian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.2 (Beginners), B1.2 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> – deal with simple to more complex everyday situations and simple business situations in the spoken language, – write standard texts (e.g. lists) autonomously in Italian <p>Intermediate:</p> <ul style="list-style-type: none"> – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents <p>Advanced:</p> <ul style="list-style-type: none"> – use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, – draw up accompanying simple written documents (handouts, short reports)
<p>Content of the module</p>	<p>The contents in general:</p> <ul style="list-style-type: none"> – Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. – Information on culture and civilisation is also included regularly in the course. – Extension of business terminology. Use of the terminology and the structures in business situations. <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference – More complex grammar structures and varieties – Basic lexis – Learning aids <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical

	<p>exercises</p> <ul style="list-style-type: none"> – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Colloquial language – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>Errico-Reiter, Rosa, Esposito, Maria A., Grandi, N. (2010): Campus Italia A1/A2: Lehr- und Arbeitsbuch, Stuttgart: Klett.</p>

Japanese 2

Status: April 2018

Module-Nr./ Code	JAP 2
Module title	Japanese 2
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory (if Japanese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 JAP1
Applicability of the module	Interconnections with JAP1 and JAP3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Tanya Wodopia
Teaching language	Japanese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – have an extended knowledge of the basics of the Japanese alphabet, – identify a suitable number of individual

	<p>elements,</p> <ul style="list-style-type: none"> – deduct meaning from contexts, – carry out simple dialogues in everyday situations.
Content of the module	<ul style="list-style-type: none"> – Basic grammar – Extension of basic vocabulary – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>Clarke, H.D.B., Hamamura, Motoko (2003): Colloquial Japanese: The complete course for beginners. London (u.a.): Routledge.</p>

Portuguese 2

Status: April 2018

Module-Nr./ Code	POR2
Module title	Portuguese 2
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Portuguese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 POR1
Applicability of the module	Interconnections with POR1 and POR3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Vilza Cristina Muricy-Geiger
Teaching language	Portuguese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A2 (Beginners-Intermediate), B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> – deal with simple to more complex everyday situations and simple business situations in the spoken language, – write standard texts (e.g. lists) autonomously in Portuguese <p>Intermediate:</p> <ul style="list-style-type: none"> – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents <p>Advanced:</p> <ul style="list-style-type: none"> – use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, – draw up accompanying simple written documents (handouts, short reports)
<p>Content of the module</p>	<p>The contents in general:</p> <ul style="list-style-type: none"> – Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. – Information on culture and civilisation is also included regularly in the course. – Extension of business terminology. Use of the terminology and the structures in business situations. <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference – More complex grammar structures and varieties – Basic lexis – Learning aids <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical

	<p>exercises</p> <ul style="list-style-type: none"> – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Colloquial language – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>Eberlein O.F. Lima, Emma (2009): Novo Avenida Brasil: curso básico de português para estrangeiros. 2, Sao Paulo: E.P.U.</p> <p>Eberlein O.F. Lima, Emma (2009): Novo Avenida Brasil: curso básico de português para estrangeiros. 3, Sao Paulo: E.P.U.</p> <p>Prata, Maria (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. A1+A2, Stuttgart: Klett. (Lehrbuch mit 2 Audio-CDs)</p> <p>Prata, Maria (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. Stuttgart: Klett. (Arbeitsbuch)</p> <p>Osborne, Esmenia Simões (2005): Colloquial Portuguese of Brazil: the complete course for beginners. New York (u.a.): Routledge.</p>

Russian 2

Status: April 2018

Module-Nr./ Code	RUS2
Module title	Russian 2
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Russian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 RUS1
Applicability of the module	Interconnections with RUS1 and RUS3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Natalia Ezhkova
Teaching language	Russian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – deal with simple to more complex everyday situations and simple business situations in the spoken language

	<ul style="list-style-type: none"> – write standard texts (e.g. lists) autonomously in Russian.
Content of the module	<ul style="list-style-type: none"> – Specific phonetic characteristics of Russian – More complex grammar structures – Extension of basic vocabulary – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>Loos, Harald, Berditschewski, Anatoli (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination)</p> <p>Sokolowa, Ludmila, Zeller, Heiner (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p> <p>Sokolowa, Ludmila, Zeller, Heiner (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p>

Spanish 2

Status: April 2018

Module-Nr./ Code	SPA2
Module title	Spanish 2
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Spanish has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 SPA1
Applicability of the module	Interconnections with SPA1 and SPA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Maritza Bayona, Gabriela Farah de Günther, Ana Garcia Merinero, Dr. Uta Köhler-Escobar, Aidé Blanca Melz
Teaching language	Spanish (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.2 (Beginners), B1.2 (Intermediate), B2-C1 (Advanced) according to the Common European Framework of Reference for Languages, CEFR Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014

Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> – deal with simple to more complex everyday situations and simple business situations in the spoken language, – write standard texts (e.g. lists) autonomously in Spanish <p>Intermediate:</p> <ul style="list-style-type: none"> – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents <p>Advanced:</p> <ul style="list-style-type: none"> – use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, – draw up accompanying simple written documents (handouts, short reports) – follow complex business communication situations and take part in them using the spoken language, – write longer texts with analytical contents in Spanish.
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> – Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. – Information on culture and civilisation is also included regularly in the course. – Extension of business terminology. Use of the terminology and the structures in business situations. <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference

	<ul style="list-style-type: none"> – More complex grammar structures and varieties – Basic lexis – Learning aids <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Colloquial language – Learning aids <p>Target C1, specifically:</p> <ul style="list-style-type: none"> – Consolidation of knowledge of the language in oral and grammatical exercises – Specialist business vocabulary – Different styles and degrees of formality – Advanced writing – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p>González Salgado, C. (2007): ene A1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p>González Salgado, C., Sanz Oberberger, C. (2010): ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber.</p> <p>González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E. (2010): ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p>González Salgado, C. et al. (2012): ene B1.2: der Spanischkurs. Medienkombination.</p>

	<p>Ismaning: Hueber.</p> <p>Gelabert, Maria J. (Hrsg.) (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber.</p> <p>Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López (2007): Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.</p> <p>Gelabert, Maria J., Isa, David, Menéndez, Mar (2011): Nuevo Prisma: C1, libro del alumno. Madrid: Ed. Edinumen, Ismaning: Hueber.</p> <p>Castro, Genis, Ianni, José, V. (2011): Nuevo Prisma: C1; libro de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.</p>
--	--

Current Issues in ReThinking Management and Society

Status: April 2018

Module-Nr./ Code	CIRM
Module title	Current Issues in ReThinking Management and Society
Semester or trimester	5 th semester
Duration of the module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Successful completion of WISS
Applicability of the module to other programmes	Bachelor International Business, Bachelor International Relations, Bachelor Politics, Philosophy, Economics
Person responsible for the module	Prof. Dr. Dirk Nicolas Wagner
Names of instructors	Professors of the Karlshochschule
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study + contact hours)	Total workload = 180 (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type/ requirement for the award of credits	Written assignment / depends on partner university
Weighting of the grade within the overall grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – identify and analyse selected current issues of management and society, taking into account international trends in academia and practice – develop a research question and work on it in an academic manner and, as a

	<p>result, contribute towards developing theoretical approaches for disciplines and fields in management and social studies</p> <ul style="list-style-type: none"> – present, explain and discuss their study results with peers (=> academic discourse)
Content of the module	<ul style="list-style-type: none"> – Exemplary discussion of current issues in fields of management and society, especially trends and movements in theory and practice – Definition of research questions – Evaluation of status of research and reading for the respective research question – Development of appropriate scientific methodologies to operationalize the respective research question – Feedback and group discussion of the selected issues and the respective progress of work – Creation of ... <ul style="list-style-type: none"> ... an extended abstract ... a draft ... the final paper
Teaching and learning methods of the module	<ul style="list-style-type: none"> - Academic colloquium - Topics to be prepared by the students - Presentation and discussion of scientific methods and status of work in progress - Exercises on academic writing
Special features (e.g. online activities, event/company visits, guest speakers etc.)	If possible, professionals and scholars will be invited to participate and introduce issues (and trends) to be discussed in class
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Depending on the selected issues of each study year, required reading will be indicated in the course.</p> <p><u>Recommended reading:</u></p> <p>Davis, Martha; Davis, Kaaron J.; Dunagan, Marion M. (2012): Scientific Papers and Presentations. 3. ed., Amsterdam [u.a.]: Elsevier, Academic Press.</p>

	<p>Flick, Uwe (2014): An Introduction to Qualitative Research. 5. ed., London: Sage.</p> <p>Saunders, Mark N.K.; Lewis, Philip; Thornhill, Adrian (2015): Research Methods for Business Students. 7. ed., Harlow: Pearson.</p> <p>Soles, Derek (2009): The Essentials of Academic Writing. 2. ed., Boston: Wadsworth.</p> <p>Yin, Robert (2018): Case Study Research and Applications: Design and Methods. 6. ed., London: Sage Publications</p>
--	--

Change and Innovation

Status: April 2018

Module-Nr./ Code	CHIN
Module title	Change and Innovation
Semester or trimester	5 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.4.1 APRO
Applicability of the module to other programs	This module is part of all the Bachelor programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Stephan Sonnenburg
Name(s) of the instructor(s)	Christine Riedtmann-Streitz
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Project work / depends on partner university
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – able to analyze and respond to business and social issues and translate them into conceptual, creative and innovative products. – implement appropriate management tools depending on the situation in order to

	<p>achieve innovation objectives and to shape organisational change.</p> <ul style="list-style-type: none"> – to summarize and structure their change and innovation projects and present them in class
Content of the module	<p>Autonomous development of a change and innovation project and development of a project under supervision and in collaboration with external partners (“sponsors”). If relevant, students can base their project on work carried out in the project module in the 4th semester.</p>
Teaching and learning methods of the module	<p>Project work in a team of 4-5 participants (tutored), Design Thinking, Lego Serious Play</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>“New practices, new solutions”. Students are taking up these new practices with the theme “social design by co-creation’.</p> <p>Multidisciplinary teams will work together over an intensely condensed two-week period to focus on thinking about the future and role of a range of organizations. Students use their creativity to expose social and commercial problems of clients in an original and visionary way. If possible, But, the results will be accomplished with students from our international partner universities.</p> <p>Students will delve into questions and topics like sustainability, well-being, technology, creative industries, science, mobility, transportation, education, politics, and art. Students will look for answers and trace possible futures through developing their own vision in response. The way in which students visualize is not set by any rules. This vision can be expressed in many forms – performance, film, animation, installation, objects – as long as the team’s vision is clearly articulated.</p>
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>The selection of literature is carried out by the students with the guidance of their tutors and dependent on the projects.</p> <p><u>Recommended reading:</u></p> <p>Carlgren, L., Elmquist, M. and Rauth, I. (2016b). Framing design thinking: The concept in idea and enactment. <i>Creativity and Innovation Management</i>, 25(1), 38-57.</p>

	<p>Gray, D., Brown, S. and Mananufo, J. (2010): Gamestorming. A playbook for innovators, rulebreakers, and changemakers. Sebastopol: O'Reilly.</p> <p>Kelley, T. and Littman, J. (2005): The ten faces of innovation. IDEO's strategies for defeating the devil's advocate and driving creativity throughout your organization. New York: Currency/Doubleday.</p> <p>Kristiansen, P., Rasmussen, R. (2014). Building Better Business Using The Lego Serious Play Method. Hoboken: Wiley.</p> <p>Lewrick, M., Link, P., and Leifer L. (2018). The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems. Hoboken: Wiley.</p>
--	--

Area Studies

Status: April 2018

Module-Nr./ Code	ARST
Module title	Area Studies
Semester or trimester	5 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	
Applicability of the module to other programs	Bachelor International Business, Bachelor International Relations, Bachelor Politics, Philosophy, Economics.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel
Name(s) of the instructor(s)	Prof. Dr. Francisco Javier Montiel
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Presentation / Depends on partner university
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – describe the mutual influence of global processes and local developments in different areas. – understand the social and cultural basis of business activities in the relevant cultural area and assess it for their own business activity. – discuss alternatives for business activity (market entry) taking into account the context (economic data on the region) and make suggestions. – formulate business and change development for the target region, relating it specifically to their own Bachelor program (e.g. inbound and outbound tourism, trade fair activities,

	marketing and media landscape, typical cultural institutions in the country etc.); these perspectives are the subject of the student assignment with instructor guidance.
Content of the module	<ul style="list-style-type: none"> – Global dynamics (politics, society and population, economics, ethics, etc.) and their crystallization in local processes – The main features of integrated civilisation and culture – Demography and regional stereotypes – Socio-economic society structures – Current economy and politics – Composition and dynamics of the market – Case studies on representative companies – International aspects of business activities as well as market and demand requirements, in particular as regards exchanges between countries – Strategies for business activity in the target area <p>The culture specific part of the module will be offered in blocks for</p> <ul style="list-style-type: none"> – Latin American studies – Anglo-American studies – Arabic studies – East /South-East Asian studies <p>Further area studies can be provided depending on students' interest abroad.</p>
Teaching and learning methods of the module	Interactive lectures. Business case studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Area experts as co-lecturers
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u> Schäfer, Wolf (2010): Reconfiguring Area Studies for the Global Age. In: Globality Studies Journal, 22, 31.12.2010. Flemes, Daniel (ed.) (2010): Regional Leadership in the Global System: Ideas, Interests and Strategies of Regional Powers. Farnham (u.a.): Ashgate. Diverse (depend on the business and cultural area selected, recommendations will be given at the beginning of the course)</p> <p><u>Supplementary recommended readings:</u> Diverse (depend on the business and cultural area selected, recommendations will be given at the beginning of the course)</p>

Current Issues in International Business

Status: April 2018

Module-Nr./ Code	CIIB
Module title	Current Issues in International Business
Semester or trimester	5 th Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Students must have taken Global Economy, International Business Ventures and Introduction to Management
Applicability of the module to other programs	
Person responsible for the module	Prof. Dr. Melodena Balakrishnan
Name(s) of the instructor(s)	Prof. Dr. Patricia Girrbach
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Essay § 14 (6) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Following the successful completion of this course, students should be able to <ul style="list-style-type: none"> – understand contemporary international business issues from an international and cross-cultural perspective in any one of the following discipline areas: marketing, finance, entrepreneurship, culture, leadership, international relations and politics.

	<ul style="list-style-type: none"> – have a better appreciation of international business strategies and business operations in conditions of market diversity. – develop a better awareness and sensitivity to cultural differences in behaviour in order to enhance skill levels for working in multi-cultural organisations and markets. – analyse and discuss current topics and trends in international business.
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programmes in the partner institution.
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Cases
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.</p>

Spezialisierung:

Marketing

Marketing: Creating Values, Relations and Markets

Status : April 2018

Module-Nr./ Code	14.1.1 MVRM
Module title	Marketing: Creating Values, Relations and Markets
Semester or trimester	1 st semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	None
Applicability of the module	This module is related to EM and BENV and provides a basis for later modules in the marketing specialization.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Essay § 14 (6) CER 01.02.2014
Weighting of the grade within the total grade	2 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – define the subject of marketing and the underlying theoretical concepts (e.g., value-based marketing, relationship marketing, market orientation) – discuss major developments in marketing theory and marketing practice (especially historic development of thoughts) and different disciplinary (economic,

	<p>technological, psychological, sociological) approaches</p> <ul style="list-style-type: none"> – reflect the embeddedness of values, relations and market dynamics in cultural contexts – know the relevant fields of actions and job profiles in strategic marketing – reflect marketing practice from the perspective of cultural turns
Content of the module	<ul style="list-style-type: none"> – Marketing theory (generic concept, market orientation) – Customer Value & Value-Based Marketing – Introduction into consumer behavior and market research – Introduction into strategic marketing (segmentation, positioning, targeting) – Marketing Channels: Pricing & Distribution – Integrated communication and relationship marketing – Sustainable Marketing („Environmental Imperative“) – Market system dynamics
Teaching and learning methods of the module	Interactive lecturs, group work, case studies, text readings/discussions
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p>Required literature:</p> <p>Bohnenkamp B. (2017). ReThinking Studying Marketing. In: Küpers W., Sonnenburg S., Zierold M. (eds) <i>ReThinking Management. Management – Culture – Interpretation</i>. Springer VS, Wiesbaden.</p> <p>Doyle, P. (2000). Value-based marketing. <i>Journal Of Strategic Marketing</i>, 8(4), 299-311.</p> <p>Giesler, M., Fischer, E. (2016). Market system dynamics. <i>Marketing Theory</i> 17 (1), 3-8.</p> <p>Kotler, Philip et al. (2011). Grundlagen des Marketing. 5.Aufl., München: Pearson Studium (Auszüge).</p> <p>Kotler, P. (1972). A generic concept of marketing. <i>Journal of Marketing</i> 36 (2), 46-54.</p>

	<p>Morgan, R., & Hunt, S. (1994). The Commitment-Trust Theory of Relationship Marketing. <i>Journal of Marketing</i>, 58 (3), 20-38.</p>
--	---

Exploring Consumer Culture

Status: April 2018

Module-Nr./ Code	14.2.1 EXCC
Module title	Exploring Consumer Culture
Semester or trimester	2 nd Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	In general, the module MVRM is required.
Applicability of the module	This module builds on the introductory module MVRM and on the methodological module WISS. It also refers to EM, MACU and BENV.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Exam 90' §14 (2) SPO 01.02.2014
Weighting of the grade within the total grade	2 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – identify complex networks of actors in the field of consumption – differentiate types, organizational forms and interests of different national and international actors – interpret individual consumer behavior in cultural, subcultural and international

	<p>contexts</p> <ul style="list-style-type: none"> – explain the objectives of basic methods, instruments and fields of market and marketing research and consumer culture research – develop strategies to mediate between conflicting positions in the context of company and consumer perspectives and to integrate them – apply quantitative and especially qualitative research methods to analyze complex patterns of consumer behavior and consumer culture and to investigate the ethical implications –
Content of the module	<ul style="list-style-type: none"> – Consumer research (information-processing view) <ul style="list-style-type: none"> ○ Terminology, approaches, objectives, methods ○ Concepts like attitude, customer satisfaction, motivation, involvement, choice and buying behavior – Consumer Culture (culturalistic view): <ul style="list-style-type: none"> ○ Terminology, approaches, objectives, methods ○ Concepts like identity, community, rituals – Market research <ul style="list-style-type: none"> ○ Primary and secondary research ○ Research process from definition to documentation ○ Collection data ○ Exemplary methods
Teaching and learning methods of the module	Interactive lectures, group work, qualitative research case
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Market research case study
Literature (Required reading/supplementary recommended reading)	<p>Required literature:</p> <p>Arnould, E. J., & Thompson, C. J. (2005). Consumer culture theory (CCT): Twenty years of research. <i>Journal of consumer research</i>, 31(4), 868-882.</p> <p>Burns, A. C., & Veeck, A. (2017). 8. Ed., <i>Marketing research</i>. Pearson. (Auszüge)</p> <p>Holbrook, M. B. & Hirschman, E. C. (1982). The Experiential Aspects of Consumption: Consumer Fantasies, Feelings, and Fun, <i>Journal of Consumer Research</i> 9 (2), S. 132–140.</p>

	<p>Solomon, M. R., Bamossy, G. J., Askegaard, S. (2007): Konsumenten-verhalten: der europäische Markt. Nachdr., München: PearsonStudium. (Auszüge)</p>
--	---

Marketing Strategy, Implementation and Controlling

Status: April 2018

Module-Nr./ Code	14.3.1 MSIC
Module title	Marketing Strategy, Implementation and Controlling
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	In general, passing the modules STRA, MVRM and EXCC is required.
Applicability of the module	<p>The module is part of the major/minor marketing strategy and builds on the modules MVRM and EXCC.</p> <p>Moreover it applies the general knowledge of the STRA module to the subject of marketing strategy.</p> <p>Deepens also knowledge and methodological skills from WISS.</p> <p>The contents and goals of the module can especially be applied in the company projects (3rd and 4th semester).</p> <p>It is also related to the parallel RESO module.</p>
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Kai Holschuh
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER 01.02.2014

Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – develop marketing strategies as an consistent and integrated system of interrelated instruments – reflect marketing operations (strategy, implementation and control) from a holistic perspective – explain the process of strategic marketing in an international business environment and link it to applicable marketing instruments – pinpoint the link between marketing strategy and strategy execution, especially marketing instruments and operations – evaluate the information requirements as relevant to strategic analysis and – trace, analyze, forecast and interpret behavior of customers and other entities relevant to marketing – identify tools and methods to plan, implement and control marketing relations actively – display the requirements of a successful implementation of marketing programs as well as marketing-specific project management methods and tools, especially in the fields of steering, management, implementation and controls – measure and compare outcomes of marketing programs – apply selected strategic methods and procedures explicitly in the context of the international strategic marketing process, – exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/ cases. – apply interdisciplinary research methods to substantiate strategic decision-making processes
Content of the module	<ul style="list-style-type: none"> – Setting the learning outcomes of the module STRA into the marketing context (widening/deepening the previous topics), – Exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/ cases – Information requirements as relevant to strategic analysis as well as analysis and selection of alternative marketing strategies to achieve an organisation's objectives (competitive advantages, competitive strategies)

	<ul style="list-style-type: none"> – Design of marketing operations of product and service companies from a strategic perspective (top-down and bottom-up) – Segmentation and selection of target markets; positioning and sustaining – Managing product and service life-cycles (launching, maintaining and re-launching products and services, end-of-life procedures) and customer life-cycles and the customer value including (lead generation, customer retention, upselling and recovering) – Linking marketing strategy and (instrumental/operational) execution – Marketing-specific project management methods and tools, planning, steering, management, implementation and controls – Selected methods and tools for strategic and operational marketing controls
Teaching and learning methods of the module	Interactive lectures, group work, extended case studies related to firms and others organisations (also linked to the parallel Introductory Company Project module), guest lectures
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p>Required literature:</p> <p>Arnould, E. J., & Wallendorf, M. (1994). Market-Oriented Ethnography: Interpretation Building and Marketing Strategy Formulation. <i>Journal Of Marketing Research (JMR)</i>, 31(4), 484-504.</p> <p>Bendle, N. T., Farris, P. W., Pfeifer, P. E., & Reibstein, D. J. (2016). <i>Marketing metrics: The manager's guide to measuring marketing performance</i>. Pearson Education, Incorporated. (excerpts)</p> <p>Kumar, V., Reinartz, W. (2018). <i>Customer Relationship Management. Concept, Strategy, and Tools</i>. Springer: Berlin Heidelberg. (excerpts)</p> <p>Porter, M. (1980). <i>Competitive Strategy. Techniques for Analyzing Industries and Competitors</i>, Free Press: New York. (excerpts)</p> <p>Wilson, R. M. S., Gilligan, C. (2018). <i>Strategic marketing management: Planning, implementation and control</i>. 3. Ed., Amsterdam, Heidelberg: Elsevier. (excerpts)</p>

--	--

Digital Channel Management

Stand: April 2018

Module-Nr./ Code	14.4.1 DCMA
Module title	Digital Channel Management
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	In general, the modules RESO and MSCI are required.
Applicability of the module	This module has links to all modules in the Marketing Specialization as well as RESO and MACC in the same semester.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Alegra Kaczinski
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 Stunden (Contact hours = 42 hours, Self study = 138 Stunden)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – describe the concept, structures and flows of marketing channels including indirect, direct, multi-level, distant and especially digital channels – carry out suitable steps to establish digital channels and develop business both

	<ul style="list-style-type: none"> – strategically and operationally manage cultural differences affecting the marketing operations and channels – apply tools and methods how to do research on marketing channels and operations manage them actively – set up solutions for digital marketing channels
Content of the module	<ul style="list-style-type: none"> – Concepts, structures and flows of marketing channels including – Analysing and creating customer touch points – Technology watch: How technologies like augmented reality, local based services affect marketing channels – Intermediation: Supply chain, logistics, value added services, etc.; tensions between dis- and re-intermediation – Current case-studies digital marketing channels and operations, including supporting operations – Tools and methods how to manage marketing channels and operations actively – Measuring and controlling of digital channel and operational performance (Goal Setting, KPIs) – Interrelation between digital marketing channels and business models
Teaching and learning methods of the module	Paper readings, case studies, group discussions, project development
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Visit of DigiTalk (round table discussion about digitalization at Karlshochschule), organization of DigiTalk – student edition
Literature (Required reading/supplementary recommended reading)	<p>Required literature:</p> <p>Brunner, F. (2015): Toward cross-channel management: A comprehensive guide for retailing firms. Berlin: de Gruyter. (excerpts)</p> <p>Coughlan, Anne T. et al. (2014): Marketing channel strategy, 8. ed., Upper Saddle River: Pearson/Prentice Hall. (excerpts)</p> <p>Kushwaha, T., & Shankar, V. (2013). Are multichannel customers really more valuable? The moderating role of product category characteristics. <i>Journal of Marketing</i>, 77(4), 67-85.</p>

	<p>Li, H., & Kannan, P. K. (2014). Attributing conversions in a multichannel online marketing environment: An empirical model and a field experiment. <i>Journal of Marketing Research</i>, 51(1), 40-56.</p> <p>Mathur, M. (2013). Drivers of channel equity: Linking strategic marketing decisions to market performance. <i>The Marketing Review</i>, 13(4), 393-414.</p> <p>Valentini, S., Montaguti, E., & Neslin, S. A. (2011). Decision process evolution in customer channel choice. <i>Journal of Marketing</i>, 75(6), 72-86.</p>
--	--

Marketing Elective

Status: April 2018

Module-Nr./ Code	14.5.1 MELE
Module title	Marketing Elective
Semester or trimester	5 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	Part of the major/minor marketing strategy.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	N. N.
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Depends on partner university
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – understand contemporary marketing issues from an international and cross-cultural perspective – develop marketing strategies and operations in conditions of market differences – analyse and discuss current topics and trends in marketing strategy – synthesize contents from different research/

	scientific areas in the field of marketing depending on their own professional and academic interest
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programs in the partner institution.
Teaching and learning methods of the module	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Experiences abroad
Literature (Required reading/supplementary recommended reading)	Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.

Spezialisierung

Media Communication

Media, Communication and Storytelling

Stand: April 2018

Modul-Nr./ Code	14.1.2 MCAS
Modulbezeichnung	Media, Communication and Storytelling
Semester oder Trimester	1. Semester
Dauer des Moduls	1 Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Wahlpflicht
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses Modul steht vor allem im Zusammenhang mit dem parallel stattfindenden Modul EMQM und BENV und entwickelt die Grundlagen für alle weiteren fachspezifischen Module. Teil des Studienschwerpunkts Media Communication.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Björn Bohnenkamp
Name der/des Hochschullehrer/s	Prof. Dr. Björn Bohnenkamp N.N.
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	4
Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 120 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 78 Stunden)
SWS	3
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Essay § 14 (6) CER 01.02.2014
Gewichtung der Note in der Gesamtnote	2 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage – den Gegenstand der Kommunikation sowie grundlegende Modelle, Konzepte und Theorien zu definieren

	<ul style="list-style-type: none"> – interdisziplinäre Ansätze auf Erzählungen zu verstehen – das Wissen der Narratologie auf ökonomische Zielsysteme zu beziehen – die Kommunikation in kulturelle Kontexte zu reflektieren – zur gesellschaftlichen Verantwortung der Medien Stellung zu nehmen – die Elemente, Dynamiken und die Verwendung von Erzählungen zu verstehen, insbesondere Elemente transmedialen und multimedialen Erzählens – die wesentlichen Handlungsfelder und –parameter in der Medien- und Kommunikationsbranche zu kennen sowie Kompetenzbereiche, Aufgabenfelder und Berufsbilder darin zu beschreiben – kommunikative Praxen aus der Perspektive der narrative turns zu reflektieren
Inhalte des Moduls	<ul style="list-style-type: none"> – Rolle von Erzählungen in Kommunikation und Kultur – Interdisziplinäre Ansätze der Erzähl-, Kommunikations- und Medientheorien – Medienstrategien und –formate in verschiedenen Medienkulturen (Fernsehen, Radio, Printmedien, digitale Medien) – Rolle der Medien im Spannungsfeld von Wirtschaft, Gesellschaft und Kultur, insbesondere hinsichtlich medienethischer Fragen – Elemente von Dramaturgie und Narratologie (Einheit von Zeit, Raum und Handlung; Aktstruktur, Figuren, Story/Plot, Setting, Thema, Stil, Genre, Spannung etc.) – Eigenschaften von Transmedia Storytelling – Kreatives Schreiben für Literatur, Nachrichten und visuelle Medien
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesungen, Gruppenarbeit, Fallbeispiele, Textlektüre und -diskussion
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p><u>Pflichtliteratur:</u></p> <p>Barthes, R. (1977). Introduction to the Structural Analysis of Narratives, in: <i>Image-</i></p>

	<p><i>Music-Text</i>. London: Fontana. (excerpts)</p> <p>Eder, J. (2007). <i>Dramaturgie des populären Films. Drehbuchpraxis und Filmtheorie</i>. 3. Aufl., Lit: Hamburg, Münster. (excerpts)</p> <p>Merten, K., Schmidt, S. J., Weischenberg, S. (1994). <i>Die Wirklichkeit der Medien. Eine Einführung in die Kommunikations-wissenschaft. VS Verlag für Sozial-wissenschaften</i>: Wiesbaden. (excerpts)</p> <p>Nünning, Ansgar (2009): <i>Surveying Contextualist and Cultural Narratologies: Towards an Outline of Approaches, Concepts and Potentials</i>. In: Sandra Heinen, Roy Sommer (Hrsg.): <i>Narratology in the Age of Cross-disciplinary Narrative Research</i>. de Gruyter, Berlin, S. 48–70.</p> <p>Ryan, Marie-Laure (2004): <i>Narrative across media: the languages of storytelling</i>. Lincoln, Neb. (u.a.): Univ. of Nebraska Press. (excerpts)</p>
--	---

Exploring Media Reception

Stand: April 2018

Modul-Nr./ Code	14.2.2 EXMR
Modulbezeichnung	Exploring Media Reception
Semester oder Trimester	2. Semester
Dauer des Moduls	1 Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Wahlpflicht
Häufigkeit des Angebots des Moduls	Einmal im Jahr
Zugangsvoraussetzungen	In der Regel wird das Bestehen des Moduls MCAS verlangt.
Verwendbarkeit des Moduls	Dieses Modul ist Teil des Studienschwerpunkts Media Communication und baut insofern inhaltlich auf dem MCAS-Modul auf. Es greift methodische Kenntnisse aus WISS auf und vertieft darüber hinaus ausgewählte Aspekte von EM, MACU und BENV.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Dr. Björn Bohnenkamp
Name der/des Hochschullehrer/s	Florian Wintterlin Andreas Schulz Bärbel Göbel-Stolz
Lehrsprache	Deutsch oder/or English
Zahl der zugeteilten ECTS-Credits	4
Gesamtworkload und ihre Zusammen-setzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 120 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 78 Stunden)
SWS	3
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Klausur 90' §14 (2) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	2 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage – grundlegende Theorien der

	<p>Medienpsychologie und –soziologie, der Medienwirkungs- und –nutzungsforschung zu beschreiben und anzuwenden</p> <ul style="list-style-type: none"> – Konzepte aktiven, passiven und interaktiven Konsums von Medien zu unterscheiden – (sub)kulturelle Unterschiede in Kommunikation und Medienrezeption zu beschreiben – normative Positionen zur Gestaltung von Medien und Kommunikation zu identifizieren und ethische Herausforderungen in diesem Kontext zu diskutieren – quantitativen und insbesondere qualitative Forschungsmethoden anzuwenden, um Medienrezeption zu analysieren
Inhalte des Moduls	<ul style="list-style-type: none"> – Mediensoziologie, Medienpsychologie, Kommunikationswissenschaft <ul style="list-style-type: none"> ○ Two-step approach of communication ○ Uses and gratification approach ○ Ausgewählte Motive für Medienkonsum: Eskapismus, parasoziale Interaktion etc. ○ Gesellschaftliche Ansätze: ○ agenda-setting approach, framing, Schweigespirale ○ relevante Methoden, z.B. Experimente und Varianzanalysen – Kulturwissenschaften, Medienwissenschaften <ul style="list-style-type: none"> ○ Gender, race/ethnicity, class ○ Psychoanalytische und marxistische Theorien ○ Cultural studies (CCCS) ○ Kulturelles Gedächtnis ○ Relevante Methoden, z.B. Diskursanalyse – Pädagogik, Ethik <ul style="list-style-type: none"> ○ Grundlegende Theorien ○ Ethische Fallstudien (z.B. Social Media) – Medienrezeptionsforschung in der Praxis
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesungen, Gruppenarbeit, Medienpraxisprojekte incl. qualitativer Reflexion (teilnehmende Beobachtung, Interviews)
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p>Pflichtliteratur:</p> <p>Bechmann, A., & Lomborg, S. (2013). Mapping actor roles in social media: Different perspectives on value creation in theories of user participation. <i>New media & society</i>, 15(5), 765-781.</p> <p>Bonfadelli, H., Friemel, T. N. (2017).</p>

Medienwirkungsforschung. UTB. (excerpts)

Bryant, J. & Zillmann, D. (2002), *Media effects: Advances in theory and research*. Mahwah, NJ: Lawrence Erlbaum Associates, Inc. (excerpts)

Potter, James W. (2016): *Media Literacy*. 8. ed., Los Angeles (u.a.): Sage.

Rayburn II J, Palmgreen P. (1984). Merging Uses and Gratifications and Expectancy-Value Theory. *Communication Research* 11(4), p. 537-563.

Staiger, J. (2005). *Media Reception Studies*. New York (u.a.): New York University Press. (excerpts)

Strategic and Integrated Communication

Status: April 2018

Module-Nr./ Code	14.3.2 SISC
Module title	Strategic and Integrated Communication
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	In general, passing the modules STRA, MCAS and EXMR is required.
Applicability of the module	<p>The module is part of the major/minor marketing strategy and builds on the modules MCAS and EXMR.</p> <p>Moreover it applies the general knowledge of the STRA module to the subject of media communication.</p> <p>Deepens also knowledge and methodological skills from WISS.</p> <p>The contents and goals of the module can especially be applied in the company projects (3rd and 4th semester).</p> <p>It is also related to the parallel RESO module.</p>
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Alegra Kaczinski
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER 01.02.2014

Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – develop communication strategies as an consistent and integrated system of interrelated instruments (including media communication, social media communication, live communication) – reflect strategic communication (strategy, implementation and control) from a holistic and integrated perspective – measure and compare outcomes of integrated media campaigns – apply selected strategic methods and procedures explicitly in the context of the strategic communication process, – exemplarily evaluate and adequately adapt different communication strategies in the context of different specific situations/ cases. – apply interdisciplinary research methods to substantiate strategic decision-making processes
Content of the module	<ul style="list-style-type: none"> – Brand Management – IMC Planning Process – Advertising Campaign Management – Advertising Design – Traditional Media Channels – Digital Marketing incl. Social Media and SEO/SEM – Alternative Marketing – Events Marketing – Public Relations and Sponsorship Programs – Ethical Concerns – Evaluating an Integrated Marketing Program – Wertschöpfungsketten und Akteursnetzwerke verschiedener Medienindustrien – Organisation und Management von spezifischen Projektportfolios (Geschichten, Skripte, technische Grundlagen) – Realisation von Projektportfolios im Bereich Medien und Kommunikation durch Nutzung von praktischen Produktionstechniken mit Schwerpunkt audiovisueller Medien (Skripterstellung, Dreh, Schnitt) – Management effektiver Dokumentation – Techniken gemeinschaftlicher Teamarbeit, Organisationstechniken, Projektmanagement
Teaching and learning methods of the module	Interactive lectures, group work, extended case studies related to firms and others organisations (also linked to the parallel Introductory Company

	Project module), guest lectures
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Management simulation Emerald Forest (media team)
Literature (Required reading/supplementary recommended reading)	<p><u>Required literature:</u></p> <p>Dahlén, M., Lange, F., Smith, T. (2010). Marketing communications. A brand narrative approach. Chichester: Wiley. (excerpts)</p> <p>Falkheimer, J. (2018). Strategic Communication. Routledge: New York. (excerpts)</p> <p>Goodrich, W. B., Sissors, J. Z. (eds.) (1996): Media Planning Workbook. 5. ed., Lincolnwood: NTC Business Books. (excerpts)</p> <p>Mayer, V., Banks, M., & Caldwell, J. C. (2009, eds.): Production Studies: Cultural Studies of Media Industries, New York (u.a.): Routledge. (excerpts)</p> <p>Weinberg, T. (2009). The New Community Rules: marketing on the social web. Beijing : O'Reilly. (excerpts)</p>

Digitalisation, Interactivity and Gamification

Stand: April 2018

Module-Nr./ Code	14.4.2 DIGA
Module title	Digitalisation, Interactivity and Gamification
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	In general, the modules RESO and SISC are required.
Applicability of the module	This module has links to all modules in the Media Communication Specialization as well as RESO and MACC in the same semester.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Patrick Breitenbach
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Gesamtworkload = 180 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 138 Stunden)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – identify current and emerging issues in digital media practice including new markets and marketing opportunities, new technologies and media, new concepts and approaches

	<ul style="list-style-type: none"> – evaluate the current impact of change in the social, economic and technical environment on digital media and analyze the current impact of digital media on our social settings – explain the psychological, cultural and social background of interactivity and gamification – apply exploratory research methods and case study research to emerging marketing issues – set up integrated strategies for designing digital marketing campaigns including applications of interactivity and gamification
Content of the module	N.N.
Teaching and learning methods of the module	Paper readings, case studies, group discussions, project development
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Visit of DigiTalk (round table discussion about digitalization at Karlshochschule), organization of DigiTalk – student edition; Workshop in programming basic mobile applications
Literature (Required reading/supplementary recommended reading)	<p>Required literature will be announced by lecturer at the beginning of the semester.</p> <p>Recommended literature:</p> <p>Deterding, Sebastian; Walz, Steffen P. (2015): The Gameful World: Approaches, Issues, Applications. The MIT Press.</p> <p>Fuchs, Mathias; Fizek, Sonia; Ruffino, Paolo; Schrape, Niklas (2014): Rethinking Gamification. Lüneburg: meson press.</p>

Communication Elective

Status: April 2018

Module-Nr./ Code	14.5.2 CELE
Module title	Communication Elective
Semester or trimester	5 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	Part of the major/minor media communication.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	N. N.
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Depends on partner university
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – understand contemporary media communication issues from an international and cross-cultural perspective – develop media communication strategies and operations in conditions of cultural differences – analyse and discuss current topics and trends in media communication

	– synthesize contents from different research/scientific areas in the field of media or communication depending on their own professional and academic interest
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programs in the partner institution.
Teaching and learning methods of the module	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Experiences abroad
Literature (Required reading/supplementary recommended reading)	Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.

Spezialisierung

Arts and Entertainment

Culture: Theory, History and Forms

Stand: April 2018

Modul-Nr./ Code	14.1.3 CTHF
Modulbezeichnung	Culture: Theory, History and Forms
Semester oder Trimester	1. Semester
Dauer des Moduls	1 Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Wahlpflicht
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses Modul steht vor allem im Zusammenhang mit dem parallel stattfindenden Modul EMQM und BENV und entwickelt die Grundlagen für alle weiteren fachspezifischen Module. Teil des Studienschwerpunkts Arts and Entertainment.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Michael Zerr
Name der/des Hochschullehrer/s	Prof. Dr. Dr. Björn Bohnenkamp
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	4
Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 120 Stunden (Kontaktzeit = 28 Stunden, Selbststudium = 92 Stunden)
SWS	3
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Essay § 14 (6) CER 01.02.2014
Gewichtung der Note in der Gesamtnote	2 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage <ul style="list-style-type: none">– die historische Wechselwirkung von künstlerischen, wissenschaftlichen, ökonomischen, technologischen und medialen Entwicklungen exemplarisch interdisziplinär zu analysieren

	<ul style="list-style-type: none"> – zentrale Positionen der Kulturwissenschaften (insbes. Kunst-, Medien- und Kulturtheorie) zu erläutern – kulturelle Formen in ihrer Doppelrolle als künstlerische Werke und auch als Marken innerhalb der Entertainmentindustrie zu beschreiben – verschiedene Theorien und Ansätze der Kunst- und Medienrezeption zu klassifizieren – wichtige Akteure und Tätigkeitsbereiche im Spannungsverhältnis zwischen Kultur und Ökonomie und dessen gesellschaftlich-ethischen Implikationen zu beschreiben und die Relevanz einer ‚übersetzenden‘ Rolle zwischen beiden Sphäre zu verstehen – die wesentlichen Handlungsfelder und –parameter in der Medienbranche und im Kulturmanagement zu kennen sowie Kompetenzbereiche, Aufgabefelder und Berufsbilder darin zu beschreiben – die daran relevanten beruflichen Praxen aus der Perspektive des TRanslational Turns zu reflektieren – die Typen, Organisationsformen, Geschäftsmodelle, zentralen Formate Interaktionsmuster, Erwartungen und Interessen der Akteure in kulturellen Industrien (Visuelle Kunst, Darstellende Kunst, Musik, Film/Fernsehen, Literatur, Games) zu differenzieren
Inhalte des Moduls	<ul style="list-style-type: none"> – Übersicht über zentrale Diskurse der Medien-, Kultur- und Kunsttheorie im 20. und 21. Jahrhundert insbesondere mit Blick auf die Rolle von Kunst in der Gesellschaft – Theorien und Perspektiven des Translational Turn – Exemplarische interdisziplinäre Vorstellung von internationalen historischen Umbruch- oder Übergangssituationen und deren Aus- bzw. Wechselwirkungen in Kunst, Wissenschaft, Wirtschaft, Politik und anderen Gesellschaftsbereichen, insbesondere zur Industrialisierung des Kunstsystems – Diskussion ausgewählter Beispiele von Marken der Unterhaltungsindustrie, deren strategischen Positionierung, Einbettung in Geschäftsmodelle, gesellschaftlicher Rolle sowie Zuschauerformationen – Überblick über die Kulturindustrien sowie

	<p>zentrale Managementfelder (z.B. Fundraising, Vermittlung, Marketing, Führung)</p> <ul style="list-style-type: none"> – Einführung in das Feld der Kultur- und Kreativindustrien (wirtschaftliche Relevanz, verschiedene kreative/kulturelle Felder, politische/wirtschaftliche Fördermöglichkeiten) – die jeweilige Bedeutung, das spezifische Rollenverständnis, Netzwerk- und Interaktionspraxis von Akteuren und Stakeholdern des nationalen Mediensystems: relevante Institutionen, Organisationen, Staat, öffentlich-rechtliche und privatrechtliche Intermediäre, Medienhäuser, Agenturen und andere Dienstleister, Journalisten, Kommunikatoren, Rezipienten – Kultur-, Kunst- und Medienrecht (Vertragsrecht, Arbeitsrecht, Urheberrecht)
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesungen, Gruppenarbeit, Fallbeispiele, Textlektüre und -diskussion
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p>Pflichtliteratur:</p> <p>Caves, R. E. (2000). <i>Creative industries: Contracts between art and commerce</i>. Cambridge: Harvard University Press.</p> <p>Danko, Dagmar (2012): <i>Kunstsoziologie</i>. Bielefeld: transcript. (Auszüge)</p> <p>Dilly, Heinrich, Belting, Hans et al. (2008): <i>Kunstgeschichte</i>. 7. Aufl., Berlin: Reimer. (Auszüge)</p> <p>Essbach, Wolfgang et al. (2004): <i>Culture Club: Klassiker der Kulturtheorie</i>. Frankfurt am Main: Suhrkamp. (Auszüge)</p> <p>Essbach, Wolfgang et al. (2006): <i>Culture Club: Klassiker der Kulturtheorie 2</i>. Frankfurt am Main: Suhrkamp (Auszüge)</p> <p>Schmidt, Siegfried J. (1999): <i>Kunst als Konstruktion. Konstruktivistische Beobachtungen</i>. In: Weber, Stefan (Hrsg.): <i>Was konstruiert Kunst?: Kunst an der</i></p>

	Schnittstelle von Konstruktivismus, Systemtheorie und Distinktionstheorie. Wien: Passagen-Verlag, 19-46.
--	--

Exploring Audiences

Stand: April 2018

Modul-Nr./ Code	14.2.3 EXAU
Modulbezeichnung	Exploring Audiences
Semester oder Trimester	2. Semester
Dauer des Moduls	1 Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Wahlpflicht
Häufigkeit des Angebots des Moduls	Einmal im Jahr
Zugangsvoraussetzungen	In der Regel wird das Bestehen des Moduls CTHF verlangt.
Verwendbarkeit des Moduls	Dieses Modul ist Teil des Studienschwerpunkts Arts and Entertainment und baut insofern inhaltlich auf dem CTHF -Modul auf. Es greift methodische Kenntnisse aus WISS auf und vertieft darüber hinaus ausgewählte Aspekte von EM, MACU und BENV.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Michael Zerr
Name der/des Hochschullehrer/s	Prof. Dr. Dr. Björn Bohnenkamp Banu Beyer
Lehrsprache	Deutsch oder/or English
Zahl der zugeteilten ECTS-Credits	4
Gesamtworkload und ihre Zusammen-setzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 120 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 78 Stunden)
SWS	3
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Klausur 90' §14 (2) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	2 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage

	<ul style="list-style-type: none"> – verschiedene Formen der Zuschauerkommunikation (Marketing, PR, Werbung, Social Media, Vermittlung) mit Stakeholdern in Medien, Kultur und Unterhaltung zu unterscheiden und auszuwählen – allgemeine und innovative qualitative und quantitative Techniken anzuwenden, um Wissen über verschiedene Typen von Zuschauerschaften zu gewinnen – angemessene Strategien zu entwickeln, um künstlerische Produkte und Produktionen im Hinblick auf dieses Wissens zu entwickeln – Strategien für öffentliche Wirksamkeit, Zuschauerentwicklung und Kulturvermittlung zu beurteilen
Inhalte des Moduls	<ul style="list-style-type: none"> – Grundlagen von Medienrezeption, Zuschauerforschung, Kunst- und Kultursoziologie – Einführung in Marktforschung, Segmentierung, Zielgruppendefinition von Zuschauern – Etablierte Standards der Zuschauerforschung in verschiedenen Kultur- und Medienindustrien – Einführung in Kulturvermittlung (Best Practices), z.B. Theater- und Museumspädagogik – Analyse gesellschaftlicher Stakeholder
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesungen, Gruppenarbeit, Fallstudie incl. qualitativer Reflexion (teilnehmende Beobachtung, Interviews)
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Kreativ-praktische Workshops im Bereich Kulturvermittlung, Audience-Research-Projekte in Kooperation mit Kulturinstitutionen soweit möglich
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p>Pflichtliteratur:</p> <p>Dewey, J. (2005): Art as experience. New York: Berkley Publ. Group (excerpts).</p> <p>Hoyer, W. & Stokburger-Sauer, N. E. (2012). The role of aesthetic taste in consumer behavior. <i>Journal of the Academy of Marketing Science</i>, 40 (1), 167-180.</p> <p>Kolb, B. M. (2013): Marketing for cultural organizations. New strategies for attracting and engaging Audiences. London (u.a.): Routledge. (excerpts)</p>

	<p>Peterson, R. A. (1992). Understanding audience segmentation: From elite and mass to omnivore and univore. <i>Poetics</i>, 21(4), 243-258.</p>
--	---

Managing Culture Strategically: Institutional Arrangements and Business Models

Status: April 2018

Module-Nr./ Code	14.3.3 IABM
Module title	Managing Culture Strategically: Institutional Arrangements and Business Models
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	In general, passing the modules STRA, CTHF and EXAU is required.
Applicability of the module	<p>The module is part of the major/minor marketing strategy and builds on the modules CTHF and EXAU.</p> <p>Moreover it applies the general knowledge of the STRA module to the subjects of arts and entertainment.</p> <p>Deepens also knowledge and methodological skills from WISS.</p> <p>The contents and goals of the module can especially be applied in the company projects (3rd and 4th semester).</p> <p>It is also related to the parallel RESO module.</p>
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Christiane Riedel (financing cultural institutions)
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar paper (Written paper 60 %, oral presentation and discussion 40 %)

	§ 14 (5) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – analyse and differentiate between the specific strategic management requirements in different cultural institutions and social contexts and their ethical implications – evaluate the information requirements as relevant to strategic analysis – develop strategies for cultural institutions and companies as an consistent system of interrelated instruments – reflect business models in the cultural industries (revenues, channels and positioning) from a holistic perspective – define and discuss different content strategies for different media forms – position cultural offerings in competitive markets and modify positioning according to changing market requirements – evaluate the different forms of financing for arts and culture (public/state; private financing, sponsoring, fundraising, foundations) and differentiate various concepts of media financing and explain the relationship between media finance and advertising – identify tools and methods to plan, implement and control strategic activities actively – apply interdisciplinary research methods to substantiate strategic decision-making processes
Content of the module	<ul style="list-style-type: none"> – Concepts of strategic management for application in the artistic and cultural field and their ethical implications – Current strategic issues of arts and cultural management in different institutions and social contexts – Fundamentals of financing in the culture industry, regional and state support of culture, cross-national financing (EU and UNESCO funded projects), sponsoring, foundations, fundraising – Revenue models in the media industry – Channel management (sequential distribution, pricing, bundling, digital channels) – Case studies in best practices of strategic management – Applied interdisciplinary research methods

	for arts and cultural management
Teaching and learning methods of the module	Interactive lectures, group work, extended case studies related to firms and others organisations (also linked to the parallel Introductory Company Project module), guest lectures
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p>Required literature:</p> <p>Elberse, A. (2010). Bye bye bundles: The unbundling of music in digital channels. <i>Journal of Marketing</i>, 74(3), 107-123.</p> <p>Gerlach-March, R. (2010): Kulturfinanzierung. Wiesbaden: VS Verlag für Sozialwissenschaften. (excerpts)</p> <p>Goettler, R. L. & Leslie, P. (2005). Cofinancing to manage risk in the motion picture industry. <i>Journal of Economics and Management Strategy</i>, 14(2), 231-261.</p> <p>Hennig-Thurau, T., Houston, M. (2018): Entertainment Science: Data Analytics and Practical Theory for Movies, Games, Books and Music. Springer. (excerpts)</p> <p>Hennig-Thurau, T., Henning, V., Sattler, H., Eggers, F., & Houston, M. B. (2007). The last picture show? Timing and order of movie distribution channels. <i>Journal of Marketing</i>, 71(4), 63-83.</p> <p>Hennig-Thurau, T., Walsh, G., & Wruck, O. (2001). An investigation into the factors determining the success of service innovations - The case of motion pictures. <i>Academy of Marketing Science Review</i>, 1(6).</p> <p>Karniouchina, E. V. (2011). Impact of star and movie buzz on motion picture distribution and box office revenue. <i>International Journal of Research in Marketing</i>, 28(1), 62-74.</p> <p>Rysman, M. (2009). The economics of two-sided markets. <i>Journal of Economic Perspectives</i>, 23(3), 125-143.</p> <p>Schmidt-Stölting, C., Blömeke, E., & Clement,</p>

	<p>M. (2011). Success drivers of fiction books: An empirical analysis of hardcover and paperback editions in Germany. <i>Journal of Media Economics</i>, 24(1), 24-47.</p> <p>Vogel, H. (2014). <i>Entertainment industry economics</i>. 9. Ed., Cambridge University Press: Cambridge. (excerpts)</p>
--	--

Challenging Actors in the Arts and Culture

Stand: April 2018

Module-Nr./ Code	14.4.3 CAAC
Module title	Challenging Actors in the Arts and Culture
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	In general, the modules RESO and IABM are required.
Applicability of the module	This module has links to all modules in the Arts and Entertainment Specialization as well as RESO and MACC in the same semester.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Elke Siebert
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Gesamtworkload = 180 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 138 Stunden)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – identify complex networks of actors in fields of cultural industries – develop strategies to intermedate between conflicting positions in these cultural projects or to integrate these – know basic regulatory boundary

	conditions for managing arts or entertainment to apply these on specific cases
Content of the module	N. N.
Teaching and learning methods of the module	Paper readings, case studies, group discussions, project development
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p>Required literature:</p> <p>Evard, Y., Colbert, F. (2000): Arts management: a new discipline entering the millennium? In: International Journal of Arts Management, 2(2), 4-13</p> <p>Latour, B. (2005): Reassembling the social: an introduction to actor-network-theory. Oxford: Oxford University Press. (excerpts)</p> <p>Sutherland, I., & Gosling, J. (2010). Cultural leadership: Mobilizing culture from affordances to dwelling. <i>The Journal of Arts Management, Law, and Society</i>, 40(1), 6-26.</p> <p>Watzlawick, P. et al. (2011): Pragmatics of human communication: a study of interactional patterns, pathologies, and paradoxes. New York (u.a.): Norton (excerpts).</p>

Arts and Entertainment Elective

Status: April 2018

Module-Nr./ Code	14.5.3 AELE
Module title	Arts and Entertainment Elective
Semester or trimester	5 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	Part of the major/minor Arts and Entertainment.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	N. N.
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Depends on partner university
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – understand contemporary issues in arts and entertainment management from an international and cross-cultural perspective – develop strategies and operations for arts and entertainment management in conditions of cultural differences – analyse and discuss current topics and trends in strategic management of arts and

	entertainment – synthesize contents from different research/scientific areas in the field of arts and entertainment management depending on their own professional and academic interest
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programs in the partner institution.
Teaching and learning methods of the module	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Experiences abroad
Literature (Required reading/supplementary recommended reading)	Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.

Spezialisierung

Events

Event, Management als Event, Event Management

Status: April 2018

Modul-Nr./ Code	5.1.1 EMEM
Modulbezeichnung	Event, Management als Event, Event Management
Semester oder Trimester	1. Semester
Dauer des Moduls	Einsemestrig
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Wahlpflicht
Ggfs. Lehrveranstaltungen des Moduls	
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses Modul steht vor allem im Zusammenhang mit dem parallel stattfindenden Modul EMQM und BENV und entwickelt die Grundlagen für alle weiteren fachspezifischen Module. Teil des Studienschwerpunkts Events.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Louise Bielzer
Name der/des Hochschullehrer/s	Prof. Dr. Louise Bielzer
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	6
Gesamtworkload und ihre Zusammen-setzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 180 Stunden (Kontaktzeit = 56 Stunden, Selbststudium = 124 Stunden)
SWS	4
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Essay § 14 (6) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	3 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, – den performative turn in die „cultural turns“ einzuordnen und aus dieser Perspektive sowohl das Phänomen „Event,“ als auch

	<ul style="list-style-type: none"> – Managementpraxen zu beschreiben – die Einbettung von performativen Akten, insbesondere von sozial-kulturellen Ereignissen in ökonomische Zielsysteme, individuelle und kollektive Identitätspolitik sowie weitere kulturelle Kontexte zu verstehen – die Eigenschaften von Dienstleistungen zu definieren und die besonderen Herausforderungen in ihrem Management zu beschreiben – Kompetenzbereiche, Aufgabenfelder und Berufsbilder in den Serviceindustrien mit besonderem Fokus auf der Eventindustrie zu beschreiben – die Eventbranche zu definieren, in einen soziokulturellen Kontext einzuordnen, hinsichtlich ihrer unterschiedlichen Facetten und Perspektiven zu beschreiben und gegenüber anderen Dienstleistungsbranchen abzugrenzen, – relevante Journals und Fachzeitschriften hinsichtlich ihrer Zielgruppen, inhaltlichen Ausrichtung, Erscheinungsmodi etc. zu beschreiben, – am Beispiel eines realen Fallbeispiels die in der Branche angewandten Methoden und Instrumente feststellen und einordnen zu können, – den Stand der Theoriebildung und wissenschaftlichen Auseinandersetzung mit aktuellen Themen aus dem Überschneidungsbereich von Event und Management zu erkennen
Inhalte des Moduls	<ul style="list-style-type: none"> – Positionen der Inszenierungs- und Performanztheorie und der Debatten um den Performative Turn und Authentizität – Theorien zum Spannungsverhältnis von Identität und Rolle und Erfahrung dieser Spannungsverhältnisse im Rahmen eines Schauspielworkshops – Serving: Einführung in das Dienstleistungsmanagement, Service-Dominant Logic – Staging: Raumzeitliche Inszenierung von Produkten, kulturellen Formaten oder sozialen Ereignissen – Selling: geschäftliche Transaktionen aus einer interaktionsfokussierten Perspektive – Einordnung des Fachgebiets Eventmanagement als wissenschaftliche Disziplin (Forschungsstand, Fachliteratur etc.) – Charakteristika und Strukturen des

	<p>Managements von Events in der Praxis</p> <ul style="list-style-type: none"> – Inhaltliche Dimensionen des Managements von Events im Überblick (Hardware, Software, Wirtschaftlichkeit (Wertschöpfungskette etc.), Organisation, Akteure und Netzwerke) – Analyse und Bewertung ausgewählter Praxisbeispiele unter Hinweis auf gängige Methoden und Instrumente
Lehr- und Lernmethoden des Moduls	<p>interaktive Vorlesung Anwendungsübungen mit Internetrecherche Übungen in Gruppenarbeit Praxisbeispiele Selbststudium</p>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge etc.)	<p>Nach Möglichkeit werden Exkursionen zu ausgewählten Veranstaltungsstätten bzw. Veranstaltungen in das Modul integriert, um den Studierenden die Möglichkeit zum persönlichen Erleben ausgewählter Akteure sowie zur eigenen Netzwerkbildung (z. B. im Hinblick auf Praktika oder den späteren Berufseinstieg) zu bieten. Darüber hinaus werden zur Ergänzung der Vermittlung theoretischen Wissens Gastvorträge verschiedener, in der Praxis Tätiger angeboten.</p>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p>Pflichtlektüre:</p> <p>Bachmann-Medick, Doris (2009): Cultural Turns: Neuorientierungen in den Kulturwissenschaften. 3. Aufl., Reinbek bei Hamburg: Rowohlt-Taschenbuch-Verl., (Rororo ; 55675 : Rowohlt's Enzyklopädie), 58-103.</p> <p>Bielzer, Louise; Wadsack, Ronald (2011): Betriebswirtschaftliche Herausforderungen des Managements von Sport- und Veranstaltungsimmobilen. In: Bielzer, Louise; Wadsack, Ronald (Hrsg.): Betrieb von Sport- und Veranstaltungsimmobilen: Managementherausforderungen und Handlungsoptionen. Frankfurt am Main: Lang. (Blickpunkt Sportmanagement; Bd. 3), 53-127.</p> <p>Schulze, Gerhard (2005): Die Erlebnisgesellschaft: Kultursoziologie der Gegenwart, 2. ed., Frankfurt am Main: Campus, 34-53.</p> <p>Zanger, C. (Hrsg.) (2010): Eine Einführung. In: Stand und Perspektiven der Eventforschung Wiesbaden: Gabler Verlag, 3-12.</p>

Zusätzlich empfohlene Literatur zur Vertiefung einzelner Bereiche:

Bielzer, Louise (2011): Historische Entwicklung von Sport- und Veranstaltungsimmobilien. In: Bielzer, Louise; Wadsack, Ronald (Hrsg.) (2011): Betrieb von Sport- und Veranstaltungsimmobilien: Managementherausforderungen und Handlungsoptionen. Frankfurt am Main: Lang. (Blickpunkt Sportmanagement; Bd. 3), S. 11-33.

Delfmann, Werner et al. (Hrsg.) (2005): Kölner Kompendium der Messewirtschaft: das Management von Messegesellschaften. Köln: Kölner Wiss.-Verl.

Fenich, George G. (2012): Meetings, Expositions, Events and Conventions: an Introduction to the Industry. 3. ed., new internat. ed., Edinburgh Gate: Pearson. [Part I, Chapter 1: "Introduction to the Meetings, Expositions, Events and Conventions Industry"]

Schreiber, Michael-Thaddäus (Hrsg.) (2002): Kongress- und Tagungsmanagement. 2. durchges. Aufl., München (u.a.): Oldenbourg. (Lehr- und Handbücher zu Tourismus, Verkehr und Freizeit)

Kirchgeorg, Manfred et al. (Hrsg.) (2017): Handbuch Messemanagement. Planung, Durchführung und Kontrolle von Messen, Kongressen und Events. 2. Aufl., Wiesbaden: Gabler.

Exploring Events, Performances and Experiences

Stand: April 2018

Modul-Nr./ Code	14.2.5 EXEV
Modulbezeichnung	Exploring Events
Semester oder Trimester	2. Semester
Dauer des Moduls	1 Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Wahlpflicht
Häufigkeit des Angebots des Moduls	Einmal im Jahr
Zugangsvoraussetzungen	In der Regel wird das Bestehen des Moduls EMEM verlangt.
Verwendbarkeit des Moduls	Dieses Modul ist Teil des Studienschwerpunkts Performance and Events und baut insofern inhaltlich auf dem EMEM-Modul auf. Es greift methodische Kenntnisse aus WISS auf und vertieft darüber hinaus ausgewählte Aspekte von EM, MACU und BENV.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Louise Bielzer
Name der/des Hochschullehrer/s	Stefan Lienhardt
Lehrsprache	Deutsch oder/or English
Zahl der zugeteilten ECTS-Credits	4
Gesamtworkload und ihre Zusammen-setzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 120 Stunden (Kontaktzeit = 42 Stunden, setzt sich zusammen aus 2 Workshops à 8 Stunden und einem Projekt aus 26 Stunden, Selbststudium = 78 Stunden)
SWS	3
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Klausur 90' §14 (2) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	2 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage – die Wichtigkeit von immateriellen Dienstleistungen, emotionalen Erfahrungen

	<p>und symbolischen Werten im Kontext von Events zu bewerten</p> <ul style="list-style-type: none"> – die Perspektive der Eventteilnehmer, Beobachter, Kunden, Prosumer einzunehmen – verschiedene relevante Akteure des Eventmarktes bzw. ausgewählter Teilmärkte, ihre jeweiligen Ansprüche, Erwartungen und Bedürfnisse sowie Interaktionsmuster und Vernetzungen/Netzwerke zu unterscheiden – die Interaktion zwischen den Inhabern unterschiedlicher Rollen im Bereich von Events und insbesondere zwischen Anbietern und Nachfragern zu analysieren und zu bewerten, und dies auf die Konfiguration von Kundenbeziehungen in einem kompetitiven Umfeld anzuwenden – komplexe Service-Netzwerke von Akteuren im Feld der Eventindustrie zu identifizieren – Prinzipien des Dienstleistungsmarketings zu erläutern, zwischen verschiedenen Service Providern in der Eventbranche und deren Kontext zu unterscheiden sowie deren Ziele und grundlegenden Methoden, Instrumente und Einsatzfelder zu erklären – quantitativen und insbesondere qualitativen Forschungsmethoden anzuwenden, um komplexe Muster von individueller und kollektiver Partizipation an Ereignissen zu analysieren, und die involvierten Stakeholder und ethischen Implikationen zu untersuchen – die sozialen und kulturellen Effekte von Events zu diskutieren
Inhalte des Moduls	<ul style="list-style-type: none"> – Unterscheidung Event, Performance, Experience – Immaterielle Dienstleistungen – Symbolische Bedeutung von Events – Emotionale und kognitive Aspekte von Performances – Customer Experience – Akteure und Stakeholder des Veranstaltungsmarktes und ausgewählter Teilmärkte: Entwicklungslinien und aktueller Status (Merkmale, Volumina, aktuelle Trends) der Märkte bzw. Teilmärkte – Akteurskonstellationen – Gestaltung von Interaktionen – Vorstellung ausgewählter Praxisbeispiele, die die soziale und politische Bedeutung von Veranstaltungen nicht nur für die Veranstaltungsmärkte selbst, sondern für das gesamtgesellschaftliche System zeigen
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesungen, Gruppenarbeit, Fallstudie incl. qualitativer Reflexion

	(teilnehmende Beobachtung, Interviews)
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	Pflichtliteratur wird zu Beginn des Moduls vom Lehrenden bekannt gegeben.

Sustainable Events Development and Design

Status: April 2018

Module-Nr./ Code	5.3.1 SEDD
Module title	Sustainable Events Development and Design
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	In general, passing the modules STRA, EMEM and EXEV is required.
Applicability of the module	The module is part of the major/minor events and builds on the modules EMEM and EXEV. Moreover it applies the general knowledge of the STRA module to the subject of marketing strategy. Deepens also knowledge and methodological skills from WISS. The contents and goals of the module can especially be applied in the company projects (3 rd and 4 th semester). It is also related to the parallel RESO module.
Person responsible for the module	Prof. Dr. Louise Bielzer
Names of the instructors	Tobias Lienhard, Igor Kovacevic, Steffen Ronft
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER 01.02.2014

Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – organise and evaluate processes of planning and staging events as part of a consistent and integrated strategy – reflect business models of events from a holistic perspective – evaluate the information requirements as relevant to strategic analysis define events as products and differentiate between different types of events in the international events industry (e. g. trade shows and expositions, meetings and conventions, cultural and sports events, etc.) – develop sustainable events concepts by applying product management strategies and taking into account various cultural, social and political contexts – Promote and position events on competitive markets – Modify events and their service components according to changing market requirements and adapt them to international target markets – Integrate services into the design of an event as product (single event) or series of products (series of events) – systematically analyse events as products by applying tools such as gap-analysis, product life-cycle, portfolio-analysis, ABC-analysis, break-even-analysis and SWOT-analysis – evaluate the secondary economic impact of events – Apply teamwork and collaboration skills
Content	<ul style="list-style-type: none"> – Types of events and their respective typical features – Event concepts in different cultural, social and political contexts – Events as products: product development strategies, events' concept development and design – Players involved in production of events and their interaction and collaboration forms (preferred partnership, contract negotiation etc.) – Value chain of different types of events – Primary and secondary economic impact estimation of events

	<ul style="list-style-type: none"> – International hallmark events as products – case studies and evaluations
Teaching and learning methods of the module	<p>Interactive reading Application Exercices Groupwork Case Studies Self-study</p>
Special features (e.g. online activities, event/company visits, guest speakers etc.)	To be announced
<p>Literature (Required reading/supplementary recommended reading)</p>	<p><u>Required Reading:</u></p> <p>Fenich, George G. (2012): Meetings, Expositions, Events and Conventions: an Introduction to the Industry. 3. ed., new internat. ed., Edinburgh Gate: Pearson.</p> <p>Goldblatt, Samuel de Blanc (2012): The Complete Guide to Greener Meetings and Events. Hoboken, N.J.: Wiley. (Greener Meeting and Event Marketing). Chapter 11</p> <p><u>Supplementary recommended Reading:</u></p> <p>Allen, Johnny et al. (2011): Festival and Special Event Management. 5. ed., Milton: Wiley.</p> <p>Getz, Donald (2012): Event Studies: theory, research and policy for planned events. 2. ed., London (u.a.): Routledge.</p> <p>Krugman, Carol; Wright, Rudy R. (2007): Global Meetings and Exhibitions. Hoboken: Wiley.</p> <p>Sonder, Mark (2004): Event Entertainment and Production. Hoboken: Wiley.</p> <p>Van Niekerk, M., Coetzee, W. J. L. (2011): Utilizing the VICE Model for the Sustainable Development of the Innibos Arts Festival, In: Journal of Hospitality Marketing & Management, 20(3/4), 347-365.</p>

Challenging Creativity to Develop Inspiring Events

Stand: April 2018

Module-Nr./ Code	14.5.5 CCDI
Module title	Challenging Creativity to Develop Inspiring Events
Semester or trimester	5 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	
Applicability of the module	Part of the major/minor Performance and Events
Person responsible for the module	Prof. Louise Bielzer
Name(s) of the instructor(s)	N. N. Prof. Dr. Stephan Sonnenburg
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Gesamtworkload = 180 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 138 Stunden)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – Use creativity techniques to develop innovative ideas for designing extraordinary events – Promote and position unique events on competitive markets – Modify events and their service components according to changing market requirements

	<p>and adapt them to international target markets</p> <ul style="list-style-type: none"> – Create environments for the inspirational exchange of knowledge
Content of the module	<ul style="list-style-type: none"> – N. N. – Creativity workshop
Teaching and learning methods of the module	Paper readings, case studies, group discussions, project development
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Organization of sustainability barcamp (responsibility for event)
Literature (Required reading/supplementary recommended reading)	<p>Required Reading:</p> <p>Fenich, George G. (2012): Meetings, Expositions, Events and Conventions: an Introduction to the Industry. 3. ed., new internat. ed., Edinburgh Gate: Pearson.</p> <p>Goldblatt, Samuel de Blanc (2012): The Complete Guide to Greener Meetings and Events. Hoboken, N.J.: Wiley. (Greener Meeting and Event Marketing). Chapter 11</p> <p>Supplementary recommended Reading:</p> <p>Allen, Johnny et al. (2011): Festival and Special Event Management. 5. ed., Milton: Wiley.</p> <p>Getz, Donald (2016): Event Studies: theory, research and policy for planned events. 3. ed., London (u.a.): Routledge.</p> <p>Krugman, Carol; Wright, Rudy R. (2007): Global Meetings and Exhibitions. Hoboken: Wiley.</p> <p>Sonder, Mark (2004): Event Entertainment and Production. Hoboken: Wiley.</p> <p>Van Niekerk, M., Coetzee, W. J. L. (2011): Utilizing the VICE Model for the Sustainable Development of the Innibos Arts Festival, In: Journal of Hospitality Marketing & Management, 20(3/4), 347-365.</p>

Elective: The Locations and Operations Dimension of Performances and Events

Status: April 2018

Module-Nr./ Code	5.4.1 LOOP
Module title	Elective: The Locations and Operations Dimension of Performances and Events
Semester or trimester	5 th semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	In general, the modules RESO and CCDI are required.
Applicability of the module	This module has links to all modules in the Events Specialization as well as RESO and MACC in the same semester.
Person responsible for the module	Prof. Dr. Louise Bielzer
Name of the instructors	Prof. Dr. Louise Bielzer
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Seminar paper § 14 (5) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to <ul style="list-style-type: none"> – Analyse the performative qualities of an event and ensure its efficiency and effectiveness in terms of customer satisfaction, economic success, stakeholder expectations

	<ul style="list-style-type: none"> – analyse the current market position of an event venue and position it successfully vs. its competitors in the future – recognise relationships between an event location's structural conditions and its operation, identify critical factors and compare and evaluate various international examples – apply appropriate management methods, leadership concepts and instruments as well as decision-making techniques to locations and operations of the events industry
Contents of the module	<ul style="list-style-type: none"> – Estimation of events' impacts as framework for events staging – Dimensions of operational planning and management of events according to different types of event such as: human resources, finances, marketing, function units, legal issues, bidding, site inspection & selection, staging and dramaturgy, logistics, quality management, event evaluation and stakeholder communication – Selected function units in detail: security management, sales, catering, purchasing/procurement etc. – Forms and characteristics of conventional event venues such as exhibition and convention centres, sports stadia, multifunctional arenas and cultural event venues, but also special event locations such as corporate branded spaces – Event locations in competition: status-quo analysis and positioning strategies /future scenarios – Conceptual design of event locations: basic analysis methods (market and needs analysis, location study, space and function concepts etc.) – Construction of event buildings, based on selected practical examples: call for tenders and stakeholder communication – Operational concepts (types of business, organisation concepts, personnel concepts etc. for the property) and their individual economic impact – Financing models of event buildings (external financing/debt financing, equity financing, structured finance, etc.)
Teaching and learning methods of the module	<p>Interactive lectures Application Exercises (individual & group) Benchmarking (based on secondary research, internet research) Case studies</p>

	Self-study
Special features (e.g. online activities, event/company visits, guest speakers etc.)	If possible, an excursion to an event venue will be integrated into the module in order to give the students the opportunity to personally experience and network with selected players (e.g. in view of an internship or employment at a later date)
Literature (Required reading/supplementary recommended reading)	<p>Required reading :</p> <p>Goldblatt, Samuel de Blanc (2012): The Complete Guide to Greener Meetings and Events. Hoboken: Wiley [Chapter 3: Planning the Greener Event].</p> <p>Fenich, George G. (2012): Meetings, Expositions, Events and Conventions: an Introduction to the Industry. 3. ed., new internat. ed., Edinburgh Gate: Pearson. [selected chapters]</p> <p>Silvers, Julia Rutherford (2012): Professional Event Coordination. Wiley and Sons, Hoboken. [Chapter 7: Fundamentals of the Production; Chapter 8: Staging and Engaging Experience]</p> <p>Sawyer, Thomas H. (ed.) (2005): Facility Design and Management: for Health, Fitness, Physical Activity, Recreation, and Sports Facility Development. 11. ed., Champaign, IL: Sagamore. [Section I Facility and Event Management, Chapter 3: The Planning Process; Chapter 4: Planning Facilities: Master Plan, Site Selection, and Development Phases]</p> <p>Schwarz, Eric C. et al. (eds.) (2015): Sport Facility Operations Management: a Global Perspective. 2. Ed., Amsterdam (u.a.): Butterworth-Heinemann. [Chapter 2: Ownership structures; Chapter 3: Financing sport facilities]</p> <p>Supplementary recommended reading:</p> <p>Allen, Johnny et al. (2011): Festival and Special Event Management. 5. ed., Milton: Wiley.</p> <p>Bielzer, Louise; Ronald Wadsack (Hrsg.) (2011): Betrieb von Sport- und Veranstaltungsimmobilien: Managementherausforderungen und Handlungsoptionen. Frankfurt M.: Lang.</p> <p>Bielzer, Louise; May, Thomas (2005): Bewertung von Messen und Veranstaltungszentren. In: Bienert, Sven (ed.)</p>

(2005): Bewertung von Spezialimmobilien: Risiken, Benchmarks und Methoden. Gabler: Wiesbaden, 381-404.

Bowdin, Glen A. et al. (2012): Events Management. 3. ed., London (u.a.): Routledge.

Goldblatt, Joe J. (2005): Special Events: Event Leadership for a New World. 4. ed., Hoboken: Wiley.

Kirchgeorg, Manfred et al. (eds.) (2005): Trade Show Management: planning, implementing and controlling of trade shows, conventions and events. Wiesbaden: Gabler.

Masterman, Guy (2014): Strategic Sports Event Management. 3. ed., olympic ed., Amsterdam (u.a.): Elsevier Butterworth-Heinemann.

Monroe, James C. (2006): Art of the Event: complete guide to designing and decorating special events. Hoboken: Wiley.

Mull, Richard; Beggs, Brent; Renneisen, Mick (2009): Recreation Facility Management: Design, Development, Operations and Utilization. Champaign, IL: Human Kinetics.

Löw, Martina (2008): The constitution of space: the structuration of spaces through the simultaneity of effect and perception. In: European Journal of Social Theory, 11(1), 25-49.

Shone, Anton; Parry, Bryn (2013): Successful Event Management: a practical handbook. 3. ed., Hampshire: Cengage Learning.

Silvers, Julia Rutherford (2008): Risk Management for Meetings and Events. Amsterdam: Butterworth-Heinemann.

Spezialisierung

Tourism

Introduction to Tourism, Space and Management

Stand: April 2018

Modul-Nr./ Code	4.1.1 ITSM
Modultitel	Introduction to Tourism, Space and Management
Semester	1. Semester
Dauer des Moduls	1
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Wahlpflicht
Häufigkeit des Angebots des Moduls	Einmal im Jahr
Zugangsvoraussetzungen	
Verwendbarkeit des Moduls	Dieses Modul steht vor allem im Zusammenhang mit dem parallel stattfindenden Modul EMQM und BENV und entwickelt die Grundlagen für alle weiteren fachspezifischen Module. Teil des Studienschwerpunkts Tourism: Place, Space and Gaze.
Modulverantwortlicher	Prof. Dr. Desmond Wee
Name der Hochschullehrer	Dr. Sonja Buchberger
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	4
Gesamtworkload und ihre Zusammen-setzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 180 Stunden (Kontaktzeit = 56 Stunden, Selbststudium = 124 Stunden)
SWS	3
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Essay § 14 (6) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	2 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, – Tourismus-Phänomene aus soziologischer, anthropologischer und geografischer, ökonomischer und politischer Perspektive zu erklären sowie deren Manifestierung in nationalen und internationalen Kontexten zu

	<p>bestimmen</p> <ul style="list-style-type: none"> – zentrale Positionen des Spatial Turn zu verstehen, Management- und Konsum-Praxen aus dieser Perspektive zu beschreiben und die ökonomische Formation von räumlichen Strukturen zu reflektieren – die Bedeutung von Ort und Raum im Allgemeinen und in Bezug auf Tourismus interdisziplinär zu beschreiben und zu demonstrieren, wie Räume konstruiert und als wirtschaftliche Produkte und Services positioniert werden – sowie die ganze Bandbreite und Bedeutung zu erschließen, die das Fachgebiet hat, wenn man institutionelle Prozesse, Unternehmenskulturen, Wirkungen des Tourismus und die touristischen Erfahrungen berücksichtigt
Inhalte des Moduls	<ul style="list-style-type: none"> – Phänomenologie des Tourismus und der Mobilität(en) – Positionen der Raumtheorie und der Debatte um den Spatial Turn, insbesondere third places – Methodische Grundlagen und Erkenntnistheorie des Tourismus – Destinationen und Vorstellungswelten (Imaginäre) – Zentrale Begriffe und Diskurse der Tourismuswissenschaft – Ökonomie und Ökologie – Kulturen und Identitäten
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesung, eigene Datenrecherche und -präsentation, Selbststudium
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Praxisbesuche im Feld des Tourismus
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p>Pflichtliteratur:</p> <p>Holden, Andrew (2006): Tourism studies and the social sciences. London (u.a.): Routledge.</p> <p>Eyall, Alan et a. (2017) Tourism Principles. Tourism: Routledge.</p> <p>ieger, Thomas (2010): Tourismuslehre: ein Grundriss, 3. Aufl., Bern (u.a.): Haup</p> <p>Cooper, Chris; Hall, Colin M. (2013): Contemporary tourism: an international approach, 2. ed., Woodeaton, Oxford: Goodfellow Publ.</p>

	<p>Mundt, Jörn W. (2012): Tourismus, 4. Aufl., München: Oldenbourg.</p> <p>Page, Michael, Page, Stephen, Connell, Joanne (2014): Tourism: a modern synthesis, 4. ed., Andover: Cengage Learning.</p> <p>Steinecke, Albrecht (2011): Tourismus, 2. Aufl., Braunschweig: Westermann.</p>
--	---

Exploring Other Spaces: Consumption, Markets and the Tourist

Stand: April 2018

Modul-Nr./ Code	4.2.1 EXOS
Modultitel	Exploring Other Spaces: Consumption, Markets and the Tourist
Semester	2. Semester
Dauer des Moduls	1
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Wahlpflicht
Häufigkeit des Angebots des Moduls	Einmal im Jahr
Zugangsvoraussetzungen	In der Regel wird das Bestehen des Moduls ITSM verlangt.
Verwendbarkeit des Moduls	Dieses Modul ist Teil des Studienschwerpunkts Tourism: Place, Space and Gaze und baut insofern inhaltlich auf dem ITSM-Modul auf. Es greift methodische Kenntnisse aus WISS auf und vertieft darüber hinaus ausgewählte Aspekte von EM, MACU und BENV.
Modulverantwortlicher	Prof. Dr. Desmond Wee
Name der Hochschullehrer	Elke Schönborn
Unterrichts-/ Lehrsprache	Deutsch oder/or English
Zahl der zugeteilten ECTS-Credits	6
Gesamtworkload und ihre Zusammen-setzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 180 Stunden (Kontaktzeit = 56 Stunden, Selbststudium = 124 Stunden)
SWS	4
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Klausur 90' §14 (2) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	3 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, – aus Sicht des Touristen die Bedeutung von Außeralltäglichkeit, Fremdheit, sensorischer Erfahrung, (inszenierter)

	<p>Authentizität, Erinnerung zu verstehen</p> <ul style="list-style-type: none"> – den Touristen im Sinne einer Erfahrung fremder Räume im Konsumentenverhalten, alltäglichen Verhalten und im Ausdruck der persönlichen Identität zu verorten – Konsum im Sinne einer Kultur der Verbraucherwahl und des Verbraucherhandelns und identitätsstiftende Handlung im sozialen Raum zu erklären – Märkte als kulturell geformte Arenen mit Marktpotenzial zu identifizieren und Vermarktungsstrategien für Tourismus-Produkte zu entwickeln – Tourismus als ein Produkt, das in der Verbindung von Industrie, Managementverantwortung und Verbraucherverhalten entsteht, darzustellen – Empirische und insbesondere qualitative Forschungsmethoden anzuwenden, um Bedürfnisse, Motivationen, Verhalten, Erfahrung fremder Räume durch Konsumenten zu analysieren
Inhalte des Moduls	<ul style="list-style-type: none"> – Konsum- und Markttheorien – Ideologien massenmedialer Marktplätze und interpretative Strategien der Konsumenten – Stakeholder der Tourismusindustrie
Lehr- und Lernmethoden des Moduls	Seminar, Fallstudien, Gruppenarbeit, Selbststudium
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Übungen, Gastvorträge aus der Praxis
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p>Pflichtliteratur:</p> <p>Abicht, Carolin (2006): Netzwerke touristischer Dienstleister: Innovation, Herausforderungen, Perspektiven. Saarbrücken: VDM.</p> <p>Berg, Waldemar (2012): Tourismusmanagement. 3. Aufl., Herne: NBW-Verlag.</p> <p>Buhalis, Dimitrios; Costa, Carlos (eds.) (2006): Tourism management dynamics: trends, management and tools. Amsterdam (u.a.): Butterworth-Heinemann.</p> <p>Zusätzlich empfohlene Literatur:</p> <p>Becker, Christoph; Hopfinger, Helmut; Steinecke, Albrecht (Hrsg.) (2007): Geographie der Freizeit und des Tourismus: Bilanz und Ausblick. 3. unveränd. Aufl., München (u.a.):</p>

	<p>Oldenbourg.</p> <p>Boniface, Brian G.; Cooper, Christopher P. (2009): Worldwide destinations casebook: the geography of travel and tourism, 2. ed., Oxford: Butterworth-Heinemann.</p> <p>Opaschowski, Horst W. et al. (2006): Freizeitwirtschaft: die Leitökonomie der Zukunft. Hamburg: LIT (Zukunft, Bildung, Lebensqualität; 2).</p> <p>Pompl, Wilhelm (Hrsg.) (2002): Internationales Tourismus-Management: Herausforderungen, Strategien, Instrumente. München: Vahlen.</p> <p>Steinecke, Albrecht (2011): Tourismus. 2. Aufl., Braunschweig: Westermann.</p>
--	--

Space and Place and their Role in Touristic Strategies

Status: April 2018

Module-Nr./ Code	4.3.1 SPRT
Module title	Space and Place and their Role in Touristic Strategies
Semester or trimester	3 rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	In general, passing the modules STRA, ITSM and EXOS is required.
Applicability of the module	The module is part of the major/minor tourism and builds on the modules ITSM and EXOS. Moreover it applies the general knowledge of the STRA module to the subject of marketing strategy. Deepens also knowledge and methodological skills from WISS. The contents and goals of the module can especially be applied in the company projects (3 rd and 4 th semester). It is also related to the parallel RESO module.
Person responsible for the module	Prof. Dr. Desmond Wee
Name(s) of the instructor(s)	Prof. Dr. Desmond Wee
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER 01.02.2014
Weighting of the grade within the total grade	3 %

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – explain the role of space and place using cultural, geographical and anthropological lenses to explore the social construction of tourism in globalization, development and mobilities – demonstrate how spaces are shaped from various human and physical perspectives through the diversity of practices, especially touristic practices at local, regional, national and international level – investigate planned and spontaneous landscapes to understand the consumptive spaces of tourism as well as reflexivity in consumption within particular social relations – analyse differing socio-economic, environmental and cultural impacts of tourism on a destination and review the creation of new tourist geographies in social, technological, economic and political arenas – situate the roles of strategic planning and destination development in wider contexts such as competitiveness, authenticity and identity in tourism – analyze planned, constructed, natural landscapes to understand their consumptive spatiality and entangled social relationships and develop strategies to deal with conflicting claims – identify problems and stakeholders in the development of tourism (in a global context) as well as critically assess tourism under consideration of market principles
<p>Content of the module</p>	<ul style="list-style-type: none"> – Methodological considerations in tourist destinations – Tourism flows and its implications in development – Tourism as mobilities and performance – Media Images, representation and tourism – Impacts of tourism and their implications for local geographies – International policy guidelines for tourism planning and their impact on smaller-scale actors – Role of destination management and marketing – Power conflicts in planning and development: Social construction of realities vs policy and implementation – Considerations in tourism planning and sustainability in the tourism imperative

	<ul style="list-style-type: none"> – Case studies on strategies and strategic processes of companies in the tourist business and destinations – Niche markets in the tourist sector
Teaching and learning methods of the module	Seminars, case studies in groups
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	Pflichtliteratur wird zu Beginn des Moduls vom Lehrenden bekannt gegeben.

Sustainable Tourism: Critical Perspectives

Status: April 2018

Module-Nr./ Code	4.4.1 CPOT
Module title	Critical perspectives on tourism
Semester or trimester	4 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	In general, the modules RESO and SPRT are required.
Applicability of the module	This module has links to all modules in the Tourism Specialization as well as RESO and MACC in the same semester.
Person responsible for the module	Prof. Dr. Desmond Wee
Name(s) of the instructor(s)	Prof. Dr. Desmond Wee
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – integrate current ethical, political and social issues and reflect this in academic discussion in relation to gender, sexuality, class, ethnicity and disability – argue and critically evaluate tourism as a social

	<p>force that contributes to intercultural dialogue concerning issues of inclusion and exclusion, justice and inequality and the transformation of places and cultures</p> <ul style="list-style-type: none"> – embody a reflexive self in critical research practices that work on subjectivity, positionality and emotional empowerment especially in relation to developing new and alternative methodologies – position and question ethical and socially responsible frameworks in tourism and spatial studies to consider the making of sustainable communities and creative/social entrepreneurship – apply exploratory research methods and case study research to emerging issues
Content of the module	<ul style="list-style-type: none"> – Business ethics and sustainability in tourism – New economies and products in tourism consumption – Considerations in tourism planning and sustainability in the tourism imperative – Impacts of the changing cultural, political and physical landscape – Critical methodologies in tourism research
Teaching and learning methods of the module	Seminars, case studies in groups
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Excursions if possible
Literature (Required reading/supplementary recommended reading)	<p>Required reading:</p> <p>Hannam, Kevin and Knox, Dan (2010): Understanding Tourism: a Critical Introduction. London (u.a.): Sage.</p> <p>Ateljevic, Irena, Pritchard, Annette and Morgan, Nigel (eds.) (2007): The Critical Turn in Tourism Studies: Innovative Research Methodologies. Amsterdam (u.a.): Elsevier.</p> <p>Singh, Tejvir V. (Ed.) (2012) Critical Debates in Tourism. Bristol (u.a.): Channel View Publications.</p> <p>Recommended reading:</p> <p>Buhalis, Dimitrios (ed.) (2006): Tourism dynamics: trends, management and tools. Amsterdam (u.a.): Butterworth-Heinemann.</p> <p>Fennell, David A. (2006): Tourism Ethics. Clevedon (u.a.): Channel View Publ. (Aspects of tourism; 30).</p>

	<p>Hall, Colin M. et al. (eds.) (2005): Tourism, recreation, and climate change. Clevedon (u.a.): Channel View Publ. (Aspects of Tourism; 22).</p> <p>Henderson, Joan C. (2007): Tourism crises: causes, consequences and management. Amsterdam (u.a.): Butterworth-Heinemann.</p> <p>Higham, James (ed.) (2007): Critical issues in ecotourism: understanding a complex tourism phenomenon. Amsterdam (u.a.): Elsevier Butterworth-Heinemann.</p> <p>Mason, Peter (2016): Tourism impacts, planning and management. 3. ed., repr., Amsterdam (u.a.): Elsevier Butterworth-Heinemann.</p> <p>Wall, Geoffrey, Mathieson, Alister (2008): Tourism: change, impacts and opportunities. Harlow (u.a.): Pearson Prentice Hall.</p> <p>Weaver, David B. (2007): Sustainable tourism: theory and practice. 1. ed., reprint. Amsterdam (u.a.): Elsevier Butterworth-Heinemann.</p> <p>Bauman, Zygmunt (1996): From pilgrim to tourist - or a short history of identity. In: Hall, Stuart et al. (eds.): Questions of cultural identity. London (u.a.): Sage, 18-36.</p> <p>Bramwell, Bill (ed.) (2000): Tourism collaboration and partnership: politics, practice and sustainability. Clevedon (u.a.): Channel View Publication. (Aspects of tourism, 2).</p> <p>Harris, Robert et al. (eds.) (2002): Sustainable tourism: a global perspective. Oxford (u.a.): Butterworth-Heinemann.</p> <p>Horner, Susan, Swarbrooke John (2009): International cases in tourism management. Repr., Amsterdam (u.a.): Elsevier Butterworth-Heinemann.</p> <p>Mowforth, Martin, Munt, Ian (2015): Tourism and sustainability: development and new tourism in the Third World. 4. ed., London (u.a.): Routledge.</p> <p>Veal, Anthony J. (2017): Leisure and tourism policy and planning. 4. ed., Wallingford: CABI Publ.</p>
--	--

Elective: Tourism Operations

Status: April 2018

Module-Nr./ Code	4.4.2 TOOP
Module title	Elective: Tourism Operations
Semester or trimester	5 th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the modules 4.3.1 TOGE and 4.3.2 SPDD is required
Applicability of the module	This module is connected to all other speciality modules, and especially 4.3.2 SPDD since SPDD provides the basis for destination management. It is also connected to 4.5.2 INTM to apply this module using internationalization aspects. For the general management modules, the clear links are the practical components, namely 0.3.1 IPRO, 0.4.1 APRO, 0.3.2 RESO and 0.4.2 MACC.
Person responsible for the module	Prof. Dr. Desmond Wee
Name(s) of the instructor(s)	Dr. Kristyna Bicikova
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Examination (120') § 14 (2) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to:

	<ul style="list-style-type: none"> – assess the importance of intangible services, emotional experiences and symbolic values in a competitive market, and apply this to the configuration of customer relationships of service providers – decode strategies and processes of procurement marketing as a central service of intermediaries – analyse and develop management processes and interfaces to other service providers within the tourism value chain – create a marketable product by combining various actors within tourist services
Content of the module	<ul style="list-style-type: none"> – Operational Management in International Tourism – Characteristics and challenges of tourism as service industry – Stakeholder and role in tourism value chain through collaboration, competitive vertical integration and international operations – Overview of connections between strategic and operational marketing
Teaching and learning methods of the module	<p>Interactive lectures Case studies Exercises</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p>Required reading:</p> <p>Hudson, Simon (2008): Tourism and Hospitality Marketing: a global perspective. Los Angeles (u.a.): Sage.</p> <p>Kotler, Philip, Bowen John T., Makens James C. (2014): Marketing for Hospitality and Tourism. 6. ed., internat. ed., Boston (u.a.): Pearson Prentice Hall.</p> <p>Kotler, Philip; Armstrong, Gary (2017): Principles of Marketing. 17. ed., Boston (u.a.): Pearson.</p> <p>Middleton, Victor T.C. (2009): Marketing in Travel and Tourism. 4. ed., Amsterdam (u.a.): Elsevier Butterworth-Heinemann.</p>