Karlshochschule
International University

Bachelor Program

Arts and Management

Module Descriptions
Date: 13.06.2022

Content

Objectives

The educational goal of the degree program "Arts and Management" is to acquire the competence to penetrate, analyze, evaluate and interpret issues in the overlapping area of arts and culture on the one hand and management on the other hand on the basis of a broad and critical interdisciplinary knowledge and understanding with the help of scientific theories, principles and methods (from a power-critical and emancipatory-humanistic perspective at the same time) and, based on this, to, among other things. to act competently, economically appropriately and effectively as well as culturally reflected in cultural institutions, to develop resources for action, to shape relationships, to develop and reflect on strategies in various organizational fields, to exercise management and control functions, to develop change potentials and to initiate, moderate, accompany and critically reflect on changes, to perform leadership tasks and to take on actively shaping roles and responsibilities in teams - as well as to reflect on these skills and processes from an artistic perspective. In particular, students should be able to screen cultural offerings with regard to their radical potential, find target groups for them, network the offerings in a local environment, and develop and market culture-promoting offerings from an entrepreneurial perspective.

This competence is supplemented by the intercultural competence and language competence in two foreign languages required in global contexts and the ability to put this into practice, which is practiced in practical projects and the internship.

An integral part of the objective is a distinctive personality development oriented towards ethical-normative questions and social implications and consequences of one's own actions.

In this way, the program makes a significant contribution to the implementation of Karlshochschule's mission statement of individual, organizational and societal transformation.

Curriculum Overview

Module Code	Title	M/CE*	Semester						Total				Assessment type	Weight
			1	2	3	4	5	6	ECTS	H/W	Cont.	Self		
CUAU	Culture and Audiences	M	▓						6	3	42	138	Presentation	3,0%
CHMC	Challenges in Managing Culture	M	▓						5	3	42	108	Presentation	2,5%
IMAN	Introduction to Management	M	▓						6	5	70	110	Written Exam 240	3,0%
REPR	Responsible Practices	M	▓						5	3	42	108	-	2,5%
SCIE	Introduction to Scientific Research Methods	M		▓					8	6	84	156	Learner's Portfolio	4,0%
EFL 1	English as a Foreign Language 1	CE		▓					4	4	56	64	Exam 90 + Test 15	2,0%
GER 1	German as a Foreign Language 1	CE		▓					4	4	56	64	Exam 90 + Test 15	2,0%
LONP	Local Networks and Practices: Arts; Economy, Politics, and Civil Society	M		▓					6	3	42	138	Written Exam	3,0%
RADI	The Radical Potential of Arts: History, Present, and Future	M		▓					6	3	42	138	Written Exam	3,0%
STTP	Strategy as Theory and Practice	M		▓					5	3	42	108	Presentation	2,5%
CPRO	Community Project	M		▓					5	6	84	96	Learner's Portfolio	2,5%
EFL 2	English as a Foreign Language 2	CE		▓					4	4	56	64	Exam 90 + Test 15	2,0%
GER 2	German as a Foreign Language 2	CE		▓					4	4	56	64	Exam 90 + Test 15	2,0%
ARST	Area Studies	M			▓				6	3	42	138	Presentation	3,0%
RESO	Resources: Financial Resources, Human Resources, Organization	M			▓				6	6	84	96	Presentation	3,0%
IPRO	Introductory Company and Consulting Project	M			▓				6	6	84	96	Project Work	3,0%
CUEN	Cultural Entrepreneurship	M			▓				6	3	42	138	Written Exam	3,0%
FL 1	Foreign Language 1	M			▓				6	4	56	124	Exam 90 + Test 15	3,0%
STIC	Storytelling and Integrated Communication	M				▓			6	3	42	138	Learner's Portfolio	3,0%
APRO	Artistic Project	M				▓			6	4	56	124	Project Work	3,0%
CARE	Controlling, Accounting and Reporting	M				▓			6	4	56	124	Case Study	3,0%
CHLE	Change & Learning	M				▓			6	4	56	124	Seminar Paper	3,0%
FL 2	Foreign Language 2	M				▓			6	4	56	124	Exam 90 + Test 15	3,0%
CIAM	Current Issues in Arts Management	M					▓		6	3	42	138	Written Assignment	3,0%
AREL	Arts Elective	M					▓		6	3	42	138	Presentation	3,0%
MAEL	Management Elective	M					▓		6	3	42	138	Written Exam	3,0%
INTR	International Project	M					▓		6	1	14	166	Learner's Portfolio	3,0%
FL 3	Foreign Language 3	M					▓		6	4	56	124	Exam 90 + Test 15	3,0%
INTS	Internship	M						▓	18	3	60	480	Internship Analysis	9,0%
BACH	Bachelor Thesis including its Defense	M						▓	12			360	Thesis & Defense (4:1)	16,0%

M/CE = Mandatory/Compulsory Elective
FL 1, FL 2, FL 3: Arabic, Chinese, French, Italian, Russian, or Spanish

Culture and Audiences

Status: May 2022

Modul-Nr. / Code	CUAU
Module title	Culture and Audiences
Semester or trimester	1st 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	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the arts cycle and has particular references to the other modules in the arts cycle (CHMC, RADI, LONP, CUEN, STIC, APRO, CIAM, AREL).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Marcel Krenz
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is an Essay according to § 14 (6) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • Explain main positions of cultural studies, in particular theories of media & culture

	- Describe forms of culture in their dual role as artistic works and market-mediated offerings or brands - Position cultural offerings in markets and modify positioning according to changing market requirements - Classify different theories and approaches of arts and media reception - Challenge traditional concepts of arts mediation and cultural education in cultural institutions
Content of the module	- History of cultural audiences - Cultural Basics: Core Concepts of Culture - Cultural History: Changing Cultural Paradigms - Industrial Revolutions: From Colonization & Industrialization to Cultural & Creative Industries - Cultural Ideologies: Socialism versus Capitalism - Cultural Turns: Modernism and Postmodernism - Cultural Theories: Critical Theory and Cultural Capital - Cultural Values: Experience Culture and Knowledge Society - Basics of audience segmentation and marketing positioning - Fundamentals of marketing-communications, defining and segmenting target groups - Basics of audience development
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	Practice-based Creative Workshops in arts mediation and cultural communications

	Audience-research projects in cooperation with cultural institutions
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Bauman, Z. (2013).** *Liquid modernity*: John Wiley & Sons. [excerpts] **Bourdieu, P. (1984).** *Distinction: A social critique of the judgement of taste*: Harvard university press. [excerpts] **Hall, S. (2020).** Representation: Cultural representations and signifying practices. London: Sage in association with the Open University [excerpts]

Challenges in Managing Culture

Status: June 2022

Modul-Nr. / Code	CHMC
Module title	Challenges in Managing Culture
Semester or trimester	1st 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	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the arts cycle and has particular references to the other modules in the arts cycle (CUAU, RADI, LONP, CUEN, STIC, APRO, CIAM, AREL).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Anca Unertl
Teaching language	English
Number of ECTS credits	5
Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact hours = 42 hours, Self-study = 108 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • differentiate types, organizational forms, business models, main formats, patterns of interaction, expectations

	and interests of actors in. cultural industries (Visual & performing arts, music, film and television, literature, games)
	• analyse and differentiate between the specific strategic management requirements in different cultural institutions and social contexts and their ethical implications
	• develop strategies for cultural institutions and companies as a consistent system of interrelated instruments
	• define and discuss different content strategies for different media forms
	• Know core areas and parameters of media industries and cultural management and describe competencies, tasks and professional roles therein
Content of the module	• Introducing Arts & Entertainment Management I: Public Funding, Non-Profit and For-Profit Organizations
	• Introducing Arts & Entertainment Management II: Visual & Performing Arts, Music, Movies, Media, Literature, Gaming & Other Entertainment
	• Current Issues in Arts & Entertainment Management: Globalization & Digitalization, Demographic Change, Migration & Immigration
	• Strategic management in the arts and cultural sector
	• Strategic planning // channel management
	• Strategies and concepts for application in the arts and cultural field
	• Cultural Offerings in competitive markets

	- Business models // Revenues - Forms of financing for arts and culture: public/state // sponsoring// private financing// fundraising// foundations // Crowd Funding - Strategic management in the media and film industry // Cinema
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading (provided via Moodle):</u> **Andersson, D. E., & Andersson, Å. E. (2006).** *The economics of experiences, the arts and entertainment*: Edward Elgar Publishing. **Caves, R. E. (2000).** Creative industries: Contracts between art and commerce. Cambridge: Harvard University Press. **DeVereaux, C. (2018).** *Arts and Cultural Management: Sense and Sensibilities in the State of the Field*: Routledge.

Introduction to Management

Status: May 2022

Modul-Nr. / Code	IMAN
Module title	Introduction to Management
Semester or trimester	1st 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	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the management cycle (analyze) and has particular references to OENV (analyze), STTP (plan), RESO (do), CARE (check), CHLE (act) and MELE (elective). It is part of all management programs at Karlshochschule.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Marlene May
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 70 hours, Self-study = 110 hours)
Hours per week (SWS)	5

Assessment type / requirement for the award of credits	The Assessment type is a Written Exam according to § 14 (2) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • define and distinguish the main challenges of entrepreneurial activity and to relate them to enablers and constraints • describe the challenge of developing a product or service being valuable for customers (marketing management) and examine the potential of exploiting or manipulating others • describe the challenge of unfolding a value chain for creating and delivering value (operations management, supply chain management) and examine environmental implications • describe the challenge of coordinating financial flows along the value chain and thus recall principles of accounting, financing and investment appraisal (accounting, finance) • describe the challenge of organizing an organizational framework for allocating and distributing work packages among different people and of coordinating these people in an effective, sustainable and respectful way (human resources management) • describe the challenge of contextualizing organizations within legal requirements including institutional forms and taxation (legal, taxation) • recognize management as a cross-sectional function for planning,

	allocating, controlling and re-thinking the use of resources on the basis of the PDCA cycle • identify management techniques as cultural techniques and recall their political, societal, philosophical and/or anthropological implications • present the roles of managers in the context of different organizations from different perspectives.

Content of the module	• General Management
	
	    o Managerial, organizational, entrepreneurial activities
	    o Management goals (profit, non-profit, purpose-oriented)
	    o Key activities (decision-making, planning)
	
	• Marketing
	
	    o Key concepts of marketing (value-based marketing, customer relationships, segmentation, positioning, branding, marketing instruments, market research)
	    o Critical Marketing Studies
	
	• Operations Management & Supply Chain Management
	
	    o History (Industrial Revolution & Taylorism)
	    o Key concepts (production systems, effectiveness/effectivity, production planning, supply chain/supply chain management)
	
	• HR & Organization
	
	    o Key concepts of organization (vertical structures, departementalization, horizontal coordination)
	    o Key concepts of human resource management (recruiting, managing talent, compensation & benefits)
	    o Key concepts of leadership (leadership styles, followership)
	    o Organizational communication, corporate culture
	    o Critical Management Studies

	• Finance & Accounting
	
	    ○ Key concepts of financial accounting (double-entry bookkeeping, financial statements)
	    ○ Key concepts of managerial accounting (cost accounting, cost-benefit analysis, profitability reporting, budgeting, cash flow forecasting)
	    ○ Financial markets
	    ○ Risk management
	• Legal & Taxation
	
	    ○ Basic concepts of commercial law, labor laws, competition law
	    ○ Basic concepts of taxation
	• General Management
	
	    ○ Quality management & PDCA cycle
	    ○ Corporate Citizenship & Corporate Social Responsibility
	    ○ The role of managers in society and culture

Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Atrill, P. & McLaney, E. J. (2017).** Accounting and finance for non-specialists. Harlow. [selected chapters] **Daft, R. L., & Marcic, D. (2016).** Understanding management. Nelson Education. [selected chapters] **Fournier, V., & Grey, C. (2000).** At the critical moment: Conditions and prospects for critical management studies. *Human Relations 53*(1), 7–32. **Fulop, L., & Linstead, S. A. (1999).** Management: A critical text. Macmillan International Higher Education. [selected chapters] **Heizer, J., Render, B. & Munson, C. (2020).** Operations management: Sustainability & Supply Chain Management. Harlow. [selected chapters] **Kotler, P. (2018).** Principles of marketing. Harlow. [selected chapters]

	Parker, M. (2002). *Against management: Organization in the age of managerialism*. Polity Press. [selected chapters] Schwartz, M. S., & Carroll, A. B. (2003). Corporate Social Responsibility: A Three Domain Approach. Business Ethics Quarterly, 13(4), 503–530. Recommended reading: Clegg, S. R., Courpasson, D., & Phillips, N. (2006). *Power and organizations*. Sage. Cooke, B. (2003). The denial of slavery in management studies. *Journal of Management Studies*, *40*(8), 1895–1918. Parker, M., Cheney, G., Fournier, V., & Land, C. (Eds.). (2014). *The Routledge companion to alternative organization*

Responsible Practices: Culture, Society, Ethics

Status: May 2022

Modul-Nr./ Code	REPR
Module title	Responsible Practices: Culture, Society, Ethics
Semester or trimester	1st 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	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module forms the general foundation for a critical perspective on theory and practice and has particular links to both theoretical and practical modules.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Prof. Dr. Michael Zerr Lan Anh Phan
Teaching language	English
Number of ECTS credits	5

Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact hours = 42 hours, Self-study = 108 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	Prerequisite for passing the module (passed / failed) and the awarding of credit points is the regular participation and processing of the accompanying reflection tasks.
Grading & weighting of the grade within the total grade	not applicable
Qualification objectives of the module	Students who have successfully completed this module are able to: • understand the connection between knowledge and interest • interpret the theoretical and practical contingency of management and knowledge about leadership and leadership practices and their historical and cultural conditionality • classify management in a discourse context of instrumental rationality, feasibility, technocratic-bureaucratic formalization and quantification, alienation as well as power and control, exploitation and dominance. • make the "Cultural Turns" conceptually and methodologically fruitful for analysis and understanding of management and leadership practice • distinguish different positions, approaches, concepts, discourses and schools from business ethics from philosophical, economic and practical points of view and to present their statements and significance to the relationship between ethics and economics • critically question the "autonomy" and determinacy of economic action and the "normativity of economic factual logic"

	with regard to ethical claims and to reflect on the possibilities of a reintegration of practice, poetry and phronesis • reflect on their own study goals and personal motivations for a professional activity in management, to identify the cultural and social conditionality of their own thinking, learning and acting and to reflect on the connection between "group, topic, ego and globe" within the framework of a moderated topic-centered interaction. • experience and interpret different modes of "sensing" and "sense-making" in oneself and in "others" and to integrate them in the sense of holistic personality development • reflect, understand and interpret the integrative context of the programme with regard to its importance for their own professional development and lifelong learning
Content of the module	• Knowledge and Human Interest • Power and Knowledge • Ethical Approaches: Overview • Ethics and Digitization • Ethics and Economy • Cultural Turns • Postcolonial View • Feminist Perspectives • Historical Development and Contingency • Critical Management • Doing Ethics

Teaching and learning methods of the module	Interactive lectures, independent study of texts, classroom discussions, individual and group exercises, moderated reflection
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading: **Bachmann-Medick, D. (2016).** Cultural turns: New orientations in the study of culture. Walter de Gruyter GmbH & Co KG. [selected chapters] **Küpers, W., Sonnenburg, S., & Zierold, M.** (2017). ReThinking Management. In ReThinking Management (pp. 11-30). Springer VS, Wiesbaden. [selected chapters] **Ladkin, D.** (2015). Managing Ethical Dimensions in Organisations. A Self-Reflective Guide to Developing Ethical Astuteness, London: Elgar PRME website: http://www.unprme.org Recommended literature: **Alvesson, M., Willmot, H. (1992):** Critical Management Studies, Sage: London **Bachmann, C., Loza Adaui, C.R. Habisch, A. (2014):** Why the question of practical wisdom should be asked in business schools: Towards a holistic approach to a renewal of management education. Humanistic Management Network, Research Paper No. 2460665. **Ferrell, O.C., Fraedrich, J. and Ferrell, L. (2012):** Business Ethics. Ethical Decision Making & Cases. 9th ed. Mason: South Western Cengage Learning **Giddens, A. (1982):** Reason Without Revolution? Habermas's « Theorie des Kommunikativen Handelns ». Praxis International, 2/1982, 318-338

	Habermas, Jürgen (1987). Knowledge and Human Interests. Boston: Polity Press. **Küpers, W. (2011).** Integral Responsibilities for a Responsive and Sustainable Practice in Organizations and Management", In: Corporate Social Responsibility and Environmental Management Journal 18, 3, 137-150. **Küpers, W. (2013):** The art of practical wisdom. Phenomenology of an embodied, wise 'inter-practice'in organisation and leadership, in W. Küpers & D. Pauleen, A Handbook of Practical Wisdom. Leadership, Organization and Integral Business Practice. London: Gower **Ladkin, D. (2008).** Leading beautifully: How mastery, congruence and purpose create the aesthetic of embodied leadership practice. The Leadership Quarterly 19(1), 31-41 **Lotila, P. (2010).** Corporate Responsiveness to Social Pressure: An Interaction-Based Model. Journal of Business Ethics, 94(3), 395-409. **Painter-Morland, M. & ten Bos, R. (2011).** Introduction: Critical Crossings. In: Business Ethics and Continental Philosophy, M. Painter-Morland and R. Ten Bos (Eds.), (15-36). Cambridge: Cambridge University Press. **Herrmann-Pillath, C. (2018):** Grundlegung einer kritischen Theorie der Wirtschaft, Metropolis: Marburg **Stanwick, P. A. (2014)** Understanding business ethics - Los Angeles, Sage, **Velasquez, M. (2014)** Business ethics : concepts and cases, Harlow: Pearson

Introduction to Scientific Research Methods

Status: May 2022

Modul-Nr./ Code	SCIE
Module title	Introduction to Scientific Research Methods
Semester or trimester	1st and 2nd Semester
Duration of module	Two Semesters
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Every Year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	The module is applicable to all bachelor programs at Karlshochschule. It provides the methodological preparation to all modules.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Prof. Dr. Robert Lepenies Prof. Dr. Nadja Meisterhans
Teaching language	English
Number of ECTS credits	8
Total workload and its composition (e.g. self-study + contact time)	Total workload = 240 Hours (Contact Hours per Semester = 42 Hours, Self-Study per Semester = 78 Hours) (Total contact hours = 84 Hours, Total Self-Study = 156 Hours)
Hours per week (SWS)	3 SWS per Semester

Assessment type / requirement for the award of credits	The Assessment type is a Learners Portfolio according to § 14 (7) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	4 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • understand different approaches of science and epistemology • explain the connection between science theory and standards of scientific work in social sciences • apply working techniques of scientific work • carry out procedures of qualitative and quantitative data collection and analysis • communicate scientifically appropriate and effective • present results effectively • facilitate critical thinking, project management and conflict-solving in small teams

Content of the module	• The nature of science
	
	    o Epistemological perspectives
	    o History of science
	    o Intertextual discourse
	    o Referencing
	 • Qualitative data collection
	
	    o Observation
	    o Interviews
	    o Discourse analysis
	    o Audiovisual Analysis
	 • Qualitative data analysis
	
	    o Coding procedures
	    o Theory-building
	 • Quantitative data collection

	- Theoretical models and hypotheses - Operationalisation and measurement - Sampling and data collection • Quantitative data analysis - Descriptive analysis - Inferential analysis (ANOVA, regression) • Presenting scientific work (posters, presentations, papers)
Teaching and learning methods of the module	Content will be presented video-based on an online learning platform, sessions used for Q&A, practicing methods, group work and mentoring
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading (provided via Moodle):</u> **Jäger, Siegrid & Maier, Florentine (2016).** Analysing Discourses and Dispositives. A Foucauldian Approach to Theory and Methodology. In: Wodak, Ruth & Michael Meyer . Methods of Critical Discourse. SAGE: London, 109-136. **Kozinets, Robert V. (2002).** The Field behind the Screen: Using Netnography for Marketing Research in Online Communities, Journal of Marketing Research, 39 (1), 61-72. Academic literature for respective group projects. <u>Recommended reading:</u> **Creswell, J. W. & Poth, C. N. (2018).** Qualitative Inquiry and Research Design: Choosing Among Five Approaches. Sage Publications Inc: California. **Crotty, M. (2015)**. The Foundations of Social Research. Sage Publications: London.

	Donovan, T. & Hoover, K. R. (2015). The Elements of Social Scientific Thinking. Wadsworth Cenage Learning: USA
	Evergreen, S. (2018). Presenting Data Effectively. Sage Publications Inc.: California.
	Flick, U. (2017). The SAGE Qualitative Research Kit. SAGE: London. (special focus on Doing Interview, Doing Ethnography, Analyzing Qualitative Data, Doing Grounded Theory)
	Klotz, A. and Prakash, D. (eds.) (2008). *Qualitative Methods in International Relations: A Pluralist Guide.* Hampshire: Palgrave Macmillan
	Koepsell, D. (2017). Scientific Integrity and Research Ethics: An Approach from the Ethos of Science (SpringerBriefs in Ethics). Springer: Switzerland
	Malecka, M. and Lepenies, R. (2018). Is the Behavioral Approach a Form of Scientific Imperialism?: An Analysis of Law and Policy. Scientific Imperialism Exploring the Boundaries of Interdisciplinarity, edited by Uskali Mäki, Adrian Walsh, Manuela Fernández Pinto. Routledge Studies in Science, Technology and Society. pp. 254-273.
	Patten, M. L. & Newhart, M. (2018). Understanding Research methods, Routledge: New York.
	Yin, R. (2016) Qualitative Research from Start to Finish. The Guifold Press: New York.
	Saldana, J. (2016). The Coding Manuel for Qualitative Researchers. Sage Publications Ltd: London.

English as a Foreign Language 1

Status: December 2021

Module-Nr./ Code	EFL1
Module title	English as a foreign language (Business English) 1
Semester or trimester	1st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with EFL2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Cindy Heckfuss Alaa Khalil Dr. Mila Koretnikov Larissa Vilhena
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 hours, self-study = 64 hours)
Hours per week	4

Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
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, • 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. English level C1.1 (according to the Common European Framework of Reference for Languages)
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 audio-visual 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)	Required reading (respective level, will be announced before semester): **Trappe, Tonya, Tullis, Graham (2012):** Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman. **Cotton, David, Falvey, David, Kent, Simon (2010):** Market Leader: intermediate business English: Course book. Harlow (u.a.): Pearson Longman. **Flinders, Steven, Sweeney, Simon (1996):** Business English pair work 1. London: Penguin Books. **Crowther-Alwyn, John (2013):** Business roles: 12 simulations for business English. Cambridge: Cambridge University Press. **Allison, John, Powell, Mark (2009):** In company: case studies. 2. ed., Oxford: Macmillan. **Emmerson, Paul (2010):** Business grammar builder. 2. ed., Oxford: Macmillan. Periodicals: • 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: December 2021

Module-Nr./ Code	GER1
Module title	German as a Foreign Language 1
Semester or trimester	1st Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with GER2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Astrid Jannke Winfried Kern Susanne Schmidt-Lossau Anna Travlou
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 hours, self-study = 64 hours)

Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: either • 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), or • 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	The contents in general: • 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
	Target level A1-A2, specifically:
	• The basics of the phonetic and written form of the foreign language
	• Basic grammatical structures
	• Basic lexis
	• Learning aids
	Target level B1-B2, specifically:
	• 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)	Required reading (either – or, due to respective level): **Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2007):** Delfin Lehrbuch + Arbeitsbuch, Teil 1, Lektion 1-7. Niveau A1. Ismaning: Hueber. **Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2008):** Delfin Lehrbuch + Arbeitsbuch, Teil 2, Lektion 8-14. Niveau A2. Ismaning: Hueber.

	Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2007): Delfin Lehrbuch + Arbeitsbuch, Teil 3, Lektion 15-20. Niveau B1. Ismaning: Hueber. **Koithan, Ute, Lösche, Ralf-Peter (2013):** Aspekte: Mittelstufe Deutsch: 2, Lehrbuch + Arbeitsbuch. Niveau B2. München: Klett-Langenscheidt.

Local Networks and Practices:
Arts, Economy, Politics, and Civil Society

Status: June 2022

Modul-Nr. / Code	LONP
Module title	Local Networks and Practices: Arts, Economy, Politics, and Civil Society
Semester or trimester	2nd 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	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the arts cycle and has particular references to the other modules in the arts cycle (CUAU, CHMC, RADI, CUEN, STIC, APRO, CIAM, AREL).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Anca Unertl
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Written Exam according to § 14 (2) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to:

	• assess strategies to create public awareness, for audience development and for civic engagement
	• identify relevant local and regional partners and develop local networks for non-profit institutions
	• develop strategies to mediate between and/or integrate conflicting positions in complex artistic or civic projects
	• develop innovative concepts for mediating artistic and cultural contents and civic engagement projects to diverse audiences
	• evaluate the different forms of financing for non-profit activities (public/state; private financing, sponsoring, fundraising, foundations)
	• debate current issues and challenges in cultural policy
	• question social roles and functions of culture, politics and economy in the light of societal change
Content of the module	• Strategic and operational concepts of fundraising
	• Public funding opportunities
	• Current debates in national and international cultural policy
	• Case studies on local networks between politics, economics, arts and civic society
	• Miniature research project on current challenges for exemplary regional actors
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Hadley, S. (2021).** Audience development and cultural policy: Springer Nature.

	Hopkins, Bruce R. (2009): The Law of Fundraising. 4. ed., Hoboken: Wiley (excerpts). **Latour, Bruno** (2005): Reassembling the social: an introduction to actor-network-theory. Oxford: Oxford University Press. (excerpts) **Miller, Toby, Yúdice, George** (2002): Cultural policy. London (u.a.): Sage (excerpts). **Scott, John, Carrington, Peter J.** (2011): The SAGE handbook of social network analysis. London (u.a.): SAGE Publications. (excerpts). **Throsby, Charles D.** (2010): The economics of cultural policy. Cambridge: Cambridge University Press (excerpts). **Warner, Irving R.** (2001): The Art of Fund Raising. Lincoln: iUniverse (excerpts). Recommended reading: **Kawashima, N. (2006).** Audience development and social inclusion in Britain: Tensions, contradictions and paradoxes in policy and their implications for cultural management. *International journal of cultural policy, 12*(1), 55-72. **Mandel, B. R. (2019).** Can Audience Development Promote Social Diversity in German Public Arts Institutions? *The journal of arts management, law, and society, 49*(2), 121-135.

The Radical Potential of Arts:
History, Present, and Future

Status: April 2022

Modul-Nr. / Code	RADI
Module title	The Radical Potential of Arts: History, Present, and Future
Semester or trimester	2nd 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	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the arts cycle and has particular references to the other modules in the arts cycle (CUAU, CHMC, LONP, CUEN, STIC, APRO, CIAM, AREL).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Marcel Krenz
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Written Exam according to § 14 (2) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to:

	• Outline the history of aesthetic innovations in the arts
	• Illustrate the potential of an epistemology of the arts
	• Discuss the creative and innovative potential of cultural and artistic projects for society
	• Analyze the interplay of artistic, academic, economic, technological and media developments, employing examples across disciplines
Content of the module	• Basic steps in the history of the arts (theatre, music, visual arts, literature)
	• Concepts and cases of creativity and innovation in arts history
	• Interrelations between societal revolutions and artistic projects
	• Experiential Marketing: Meaning-making Experiences
	• Cultural Change: Digitalization, Globalization & Demographic Change
	• Introduction into epistemology of arts
	• Case studies: Visits of current exhibitions and cultural events; discussion about cultural, civic and political relevance
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Greenwood, J. (2019).** Arts-based research. In *Oxford Research Encyclopedia of Education*. **Eisner, Elliot W. (2002):** The arts and the creation of mind. New Haven: Yale University Press (excerpts). **Kotler, N. (2001).** New ways of experiencing culture: the role of museums and marketing implications. *Museum*

	Management and Curatorship, 19(4), 417-425
	<u>Recommended reading:</u>
	Lee, Y. J. (2021, December). Nonprofit Arts Organizations' Pursuit of Public Interests: The Role of Board Diversity. In *Nonprofit Policy Forum* (Vol. 12, No. 4, pp. 563-587). De Gruyter.
	Palumbo, R. (2022). Enhancing museums' attractiveness through digitization: An investigation of Italian medium and large-sized museums and cultural institutions. *International Journal of Tourism Research*, *24*(2), 202-215.

Strategy as Theory and Practice

Status: May 2022

Modul-Nr./ Code	STTP
Module title	Strategy as Theory and Practice
Semester or trimester	2nd 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	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the management cycle (plan) and has particular references to IMAN (analyze), RESO (do), CARE (check), CHLE (act) and MELE (elective). It is part of all management programs at Karlshochschule.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Gaye Özcelik Dr. Kiryo Kilian Abraham
Teaching language	English
Number of ECTS credits	5
Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact Hours = 42 Hours, Self-Study = 108 Hours)
Hours per week (SWS)	3

Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2,5 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • critically reflect on the genealogy of the concept of strategy and its transfer from military to economic and social contexts • deconstruct strategy as practice (and practices) and - against the background of agile and complex companies/environments • analyze the process of strategy development and implementation, the constellation of actors, the associated needs for legitimation, power, resistance, coping with insecurity and reduction of complexity and resulting antagonisms and micro-politics • examine the relevance, dynamics and inherent conflicts of strategic decision-making processes in global contexts • compare different schools, approaches and concepts of strategic management, formulate strategic alternatives and systematically select suitable strategic alternatives • apply methods and instruments to develop and implement a strategy • understand and critically reflect on strategies as construction and interaction within a company/organization and with its socio-cultural environment.

	• effectively present discussion and problem contexts using appropriate instruments • demonstrate empathy and apply argumentation skills within group work
Content of the Module	• History and Genealogy • Strategic mindsets and strategic practice(s) • Strategic schools, approaches, concepts • The process of strategizing • Strategic methods and frameworks • Strategic instruments and tools • Critical refection on strategy in and from organizations
Teaching and learning methods of the module	Interactive lecture, group work, source work, case studies, media
Specials (e.g. online part, practice visits, guest lectures, etc.)	The event will be held as a block event. A pre-reading of the given literature is obligatory - this is provided via moodle. In a kickoff session about three weeks before the block event the specialties are presented.
Literature (Required reading/supplementary recommended reading)	Required reading: **Mintzberg, H. (1998):** Strategy Safari: a Guided Tour through the Wilds of Strategic Management. New York: Free Press. **Holt, R. & Chia, R. (2009):** Strategy without design: the silent efficacy of indirect action; Cambridge University Press, Cambridge. (especially: Introduction, chapter 6 Strategy as wayfinding, epilogue) Recommended reading: **Clegg, S., Carter, C., Kornberger, M. and J. Schweitzer. (2011).** Strategy: Theory and Practice, London: Sage

	(introduction: The Context and Emergence of Strategic Thinking, & chapter 4)
	Faulkner, D.O. and Campbell, A. (2006): Introduction. In: Faulkner, D.O. and Campbell, A.: The Oxford Handbook of Strategy. A Strategy Overview and Competitive Strategy. Oxford: Oxford University Press (pages 1-26).
	Golsorkhi, D. Rouleau, L. Seidl, D. & Vaara, E. (2010). (Eds.), Cambridge Handbook of Strategy as Practice, Cambridge: Cambridge University Press (introduction and selected chapters)
	Hansen, N., Küpper, W. (2009): Power strategies and power sources of management: The micro-politics of strategizing. Paper presented at 25th EGOS Colloquium 2009, Barcelona, Spain.
	Hansen, N., Küpper, W. (2011). The Duality of Power and Identity Constitution in Strategizing - A Micro-Political View. Paper presented at 27th EGOS Colloquium 2011, Gothenburg, Sweden.
	Jullien, F. (2004). A treatise on efficacy: between Western and Chinese thinking, Honululu: University of Hawai'i Press
	Kohtamäki, M., Whittington, R., Vaara, E., & Rabetino, R. (2021). Making connections: Harnessing the diversity of strategy-as-practice research. *International Journal of Management Reviews.*
	Paroutis, S., Heracleous, L. and Angwin, D. (2013). Practicing strategy: Text and cases, London: Sage (Introduction, chapter 1).
	Stacey, R. D. (2011): Strategic Management and Organisational Dynamics. 6. ed., Harlow (u.a.): Financial Times Prentice Hall.

Community Project

Status: May 2022

Module-Nr./ Code	CPRO
Module title	Community Project
Semester or trimester	2nd 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	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	As a practice-oriented module, it has interconnections to all other modules, in particular does it prepare the students for other modules of the practice cycle (IPRO, EPRO/APRO, INTS). The module is applicable to all bachelor programs.
Person responsible for the module	Prof. Dr. Nadja Meisterhans
Name(s) of the instructor(s)	Prof. Dr. Nadja Meisterhans Merle Becker et al.
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 = 84 hours, self-study = 96 hours)

Hours per week	6
Assessment type / requirement for the award of credits	The assessment type of the module is a Learners Portfolio according to § 14 (7) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • describe the nature of purpose-based projects and their social, ecological cultural, political economic and/or other contexts • interpret group structures and team dynamics, with a particular focus on power dynamics • implement conflict-solving tools • develop basic ideas for social, cultural, ecological or similar challenges • identify ethical dilemmas and formulate an own standpoint • execute basic techniques of project management • reflect own skills and capabilities and identify potential for own personality development

Content of the module	• Input workshops
	
	    o Purpose-based organizations and projects in a civic society
	
	    o Basic project management
	
	    o Doing presentations
	
	    o Techniques of self-reflection

	• Personal reflections
	
	    ○ Personal learning goals
	
	    ○ Global challenges and individual contribution
	
	    ○ The ambivalence of help
	
	• Group reflections about power dynamics (gender relations, racial differences, intersectionality) and ethical dilemmas
	
	• Project within the community

Teaching and learning methods of the module	Community work, diaries
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u> **Handy, Femida; Russell, Allison R. (2018):** Ethics for Social Impact: Ethical Decision-Making in Nonprofit Organizations, Cham: Palgrave Macmillan. (excerpts presented on Moodle) **Michalko, M. (2006).** Thinkertoys: A handbook of creative-thinking techniques. 2. Ed., Berkeley (u.a.): Ten Speed Press. (excerpts presented on Moodle) **Verzuh, Eric (2015):** The fast forward MBA in Project Management. 5. Ed., Hoboken N.J.: John Wiley & Sons. (excerpts presented on Moodle) <u>Recommended readings:</u> ***Diverse** (depending on projects)*

English as a Foreign Language 2

Status: December 2021

Module-Nr./ Code	EFL2
Module title	English as a foreign language 2
Semester or trimester	2nd Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with EFL1.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Cindy Heckfuss Alaa Khalil Dr. Mila Koretnikov Larissa Vilhena
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 hours, self-study = 64 hours)
Hours per week	4

Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: • 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. English Level C1.2 (according to the Common European Framework of Reference for Languages)
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

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)	<u>Required reading (due to respective level, will be announced before semester):</u> **Trappe, Tonya, Tullis, Graham (2012):** Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman. **Trappe, Tonya, Tullis, Graham (2012):** Intelligent business: Coursebook: upper intermediate business English. Harlow (u.a.): Pearson Longman. **Trappe, Tonya, Tullis, Graham (2011):** Intelligent Business: Advanced Coursebook/ CD Pack. Harlow (u.a.): Pearson Longman. **Cotton, David, Falvey, David, Kent, Simon (2010):** Market Leader: intermediate business English: Course book. Harlow (u.a.): Pearson Longman. **Flinders, Steven, Sweeney, Simon (1996):** Business English pair work 1. London: Penguin Books. **Crowther-Alwyn, John (2013):** Business roles: 12 simulations for business English. Cambridge: Cambridge University Press. **Allison, John, Powell, Mark (2009):** In company: case studies. 2. ed., Oxford: Macmillan. **Emmerson, Paul (2010):** Business grammar builder. 2. ed., Oxford: Macmillan.

	Periodicals: • 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: December 2021

Module-Nr./ Code	GER2
Module title	German as a Foreign Language 2
Semester or trimester	2nd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with GER1.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Astrid Jannke Winfried Kern Susanne Schmidt-Lossau Anna Travlou
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 hours, self-study = 64 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER) see appendix.
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: • 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), or • 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). or • 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	The contents in general:

	• 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.
	Target level A2, specifically:
	• The basics of the phonetic and written form of the foreign language
	• Basic grammatical structures
	• Basic lexis
	• Learning aids
	Target level B1-B2, specifically:
	• 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
	Target level B2 and C1, specifically:
	• 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)	<u>Required reading (either – or, due to respective level):</u> **Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2008):** Delfin Lehrbuch + Arbeitsbuch, Teil 2, Lektion 8-14. Niveau A2. Ismaning: Hueber. **Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2007):** Delfin Lehrbuch + Arbeitsbuch, Teil 3, Lektion 15-20. Niveau B1. Ismaning: Hueber. **Koithan, Ute, Lösche, Ralf-Peter (2010):** Aspekte: Mittelstufe Deutsch: 2, Lehrbuch + Arbeitsbuch. Niveau B2. München: Klett-Langenscheidt. **Koithan, Ute, Lösche, Ralf-Peter (2010):** Aspekte: Mittelstufe Deutsch: 3, Lehrbuch + Arbeitsbuch. Niveau C1. München: Klett-Langenscheidt.

Area Studies

Status: December 2021

Module-Nr./ Code	ARST
Module title	Area Studies
Semester or trimester	3rd 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	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the intercultural cycle and has particular references to the language courses and the semester abroad. It is applicable to all bachelor programs at the university.
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Alaa Khalil Svenja Osmers Prof. Dr. Anthony Teitler Dr. habil. Patrick Ziegenhain
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	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • describe the social, economic, ecological, legal, cultural, technological and political factors relevant in a particular area • discuss the mutual influence of global processes and local developments in a particular area • explain typical business practices and economic dynamics in a particular area • reflect patterns of injustice, inequality and conflict in different social fields (e.g., health, education, democracy, gender relationships) in a particular area • question established discourses, narratives and images about a particular area • develop respect und understanding towards foreign cultures • assess the potential of political, cultural, social, educational and other forms of civic engagement and business activities in the particular area
Content of the module	• Social, economic, ecological, legal, cultural, technological and political aspects of a particular area, e.g.

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poverty, inequality, market structures, population structure and growth

- Global dynamics and challenges (digitisation, sustainability etc.) and their crystallization in local processes

- Postcolonial perspectives on regional conflicts, conflict lines and conflict zones

- Global and regional imaginaries and stereotypes

The culture specific part of the module will be offered in blocks for

- Latin American studies

- Anglo-American studies

- Arabic studies

- East /South-East Asian studies

- Sub-Saharan African studies

Further area studies can be provided depending on students' interest abroad.

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<td>Teaching and learning methods of the module</td>
<td>Interactive lectures. Case studies.</td>
</tr>
<tr>
<td>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</td>
<td>Area experts as co-lecturers (lectures partly offered online)</td>
</tr>
<tr>
<td>Literature
(Required reading/supplementary recommended reading)</td>
<td>

<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)

</td>
</tr>
</table>

	Recommended readings:
	Diverse (depend on the business and cultural area selected, recommendations will be given at the beginning of the course)

Resources: Financial Resources, Human Resources, Organization

Status: May 2022

Module-Nr./ Code	RESO
Module title	Resources: Financial Resources, Human Resources, Organization
Semester or trimester	3rd 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	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the management cycle (do) and has particular references to IMAN (analyze), OENV (analyze), STTP (plan), RESO (do), CARE (check), CHLE (act) and MELE (elective). It is part of all management programs at Karlshochschule.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Iris Wuttke-Hilke Gaye Özcelik Tobias Höltzel
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 hours, self-study = 96 hours)

Hours per week	6
Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

Qualification objectives of the module	Students who have successfully completed this module are able to:
	
	• execute strategy based through a management process where they
	
	  o assess
	  o select
	  o recruit/procure
	  o organize
	  o allocate &
	  o 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 and capital
	• 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)	Required reading: **Atrill, P., McLaney, E. (2017)**, Accounting and finance for non-specialists. 10.ed. Harlow: Pearson Education. [selected chapters] **Child, J. (2015):** Organization: Contemporary Principles and Practice. 2. ed., Chichester: John Wiley & Sons. [selected chapters] **Frankfurt, H. (2005).** On bullshit. Princeton N.J.: Princeton University Press. [selected chapters] **Torrington, D., Hall, L., Taylor, S. (2009):** Fundamentals of Human Resource Management: Managing People at Work. Harlow (u.a.): Financial Times Prentice Hall. [selected chapters] Recommended reading: **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. **Brealey, R., Myers, S., Allen, F. (2016):** Principles of Corporate Finance. 12. ed., New York: McGraw-Hill Education. **Jones, G. (2013):** Organizational Theory, Design, and Change: Text and Cases. Global ed., 7. ed., Boston (u.a.): Pearson Education. **Levitt, S., Dubner, S. (2009):** Freakonomics: a Rogue Economist Explores the Hidden Side of Everything: New York (u.a.): Harper.

| | **Malik, F., Scherer, J. (2015).** Managing Performing Living: Effective Management for a New World, Frankfurt: Campus Verlag. **Watson, D., Head, A. (2016).** Corporate Finance. Principles and Practice. 7· ed., Harlow (u.a.): Pearson Education. |

Introductory Company and Consulting Project

Status: May 2022

Module-Nr. / Code	IPRO
Module title	Introductory Company and Consulting Project
Semester or trimester	3rd 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	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of all bachelor programs in management at Karlshochschule International University and is linked to the other modules of the practice cycle (CPRO, EPRO, INTS). The subject of the project may vary according to the program.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Tim Born et al.
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 hours, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	The assessment type of the module is a Project work § 14 (11) Course and Examination Regulation (CER); see appendix
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • develop a solution for a basic management challenge • apply project management techniques, research methods, strategic tools and creativity techniques • allocate tasks between group members in a given time period • reflect conflicting issues within team structures and between internal and external expectations • display a willingness to communicate professional with clients • present professional concepts in an appropriate manner

Content of the module	• Input workshops
	
	    o Advanced project management
	
	    o Company-client relationships and professional communication
	
	    o Creativity techniques
	
	    o Idea conception
	
	    o Market Research
	
	• Project
	
	    o Problem sketch

	o Project charter
	• Coaching
	o Presentation and storytelling
	o Strategic consulting
	o Team mediation
	o Voice and body language
Teaching and learning methods of the module	Introductory workshops on methods and techniques in intensive days Autonomous teamwork (self-managed teams) Coached teamwork in intensive weeks
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	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 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.
Literature (Required reading/supplementary recommended reading)	**Required reading:** **Verzuh, Eric** (2015): The fast forward MBA in Project Management. 5. ed., Hoboken N.J.: John Wiley & Sons. **Recommended reading:** **Becker, L.; Ehrhardt, J., Gora, W.** (Hrsg.) (2009). Projektführung und Projektmanagement. Düsseldorf: Symposion. **Boos, E.** (2011). Das große Buch der Kreativitätstechniken. München: Compact. **International Institute of Business Analysis** (2015). BABOK v3 – A Guide to The Business Analysis Body of Knowledge. Toronto: International Institute of Business Analysis. **Knapp, J.** (2016). SPRINT. How to solve big problems and test new ideas in just five days. New York: Simon & Schuster.

	Kumar, V. (2013). 101 Design Methods. A structured approach for driving innovation in your organization. Hoboken N.J.: John Wiley & Sons.
	Morris, P. (2013). Reconstructing Project Management. Chichester: John Wiley & Sons.
	Osterwalder, A.; Pigneur, Y.; Bernarda, G.; Smith, A. (2014). Value Proposition Design. Hoboken N.J.: John Wiley & Sons.
	Michalko, M. (2006). Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.
	Project Management Institute (2017). A guide to the Project Management Body of Knowledge (PMBOK guide). Pennsylvania: Project Management Institute.
	Schelle, H. (2014). Projekte zum Erfolg führen: Projektmanagement systematisch und kompakt. 7. Aufl., München: dtv.
	Sutherland, J. (2014). SCRUM. A revolutionary approach to building teams, beating deadlines and boosting productivity. London: Random House.

Cultural Entrepreneurship

Status: June 2022

Modul-Nr. / Code	CUEN
Module title	Cultural Entrepreneurship
Semester or trimester	3rd 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	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the arts cycle and has particular references to the other modules in the arts cycle (CUAU, CHMC, RADI, LONP, STIC, APRO, CIAM, AREL).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Frank Zumbruch
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Written Assignment according to § 14 (4) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • Account for the theoretical and conceptual frameworks of cultural entrepreneurship

	• Apply the theoretical and conceptual framework to empirical cases
	• Develop an understanding of entrepreneurship through discussions of aesthetics, cultural policies and politics and sociological diagnoses of the present
	• Initiate, organize and assess cultural projects
	• Discuss concepts of cultural leadership
Content of the module	• Theoretical input on cultural entrepreneurship and cultural leadership
	• Individual cases for cultural entrepreneurship
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Dey, P., and C. Steyaert (2016).** "Rethinking the Space of Ethics in Social Entrepreneurship." Journal of Business Ethics 133(4): 627–641. **Hjorth, D. (2014).** "Entrepreneuring as Organisation-Creation." In Handbook of Research on Entrepreneurship and Creativity, edited by R. Sternberg and G. Krauss, 97–121. Cheltenham: Edward Elgar. **Lapierre, Laurent (2001):** Leadership and arts management. In: International Journal of arts management, 3(3), 4-12. **Rindova, V., D. Barry, and D. J. Ketchen. (2009).** "Entrepreneuring as Emancipation." The Academy of Management Review 34 (3): 477–491. **Steyaert, C. (2007).** "'Entrepreneuring' as a Conceptual Attractor?" Entrepreneurship & Regional Development 19 (6): 453–477.

Arabic 1

Status: December 2021

Module-Nr./ Code	ARA1
Module title	Arabic 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with ARA2 and ARA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Alaa Khalil
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • know the basics of the Arabic alphabet and, with guidance, structure simple sentences and classify individual elements, • 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	• 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)	<u>Required reading:</u> **Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard (2011):** Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.

Chinese 1

Status: December 2021

Module-Nr./ Code	CHI1
Module title	Chinese 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with CHI2 and CHI3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Xiaojun Gundermann-Han
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 %

	Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • know the basics of the Chinese alphabet and, with guidance, structure simple sentences and classify individual elements, • 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).
Content of the module	• 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)	<u>Required literature (respective textbook will be announced before semester starts)</u> **Chen, Fu, Zhu, Zhiping, Cordes, Ruth** (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination)

	Zhang, Hong, Zhu, Xiaoxing (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination) **Gu, Wen, Meinshausen, Frank** (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.

French 1

Status: December 2021

Module-Nr./ Code	FRA1
Module title	French 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with FRA2 and FRA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Ariane Fleuranceau 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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: Beginners: • 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. Intermediate: • 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. Advanced: • 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	The contents in general: • 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
	Target level A1, specifically:
	• The basics of the phonetic and written form of the foreign language
	• Basic grammatical structures
	• Basic lexis
	• Learning aids
	Target level A2, specifically:
	• 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
	Target level B1 and B2, specifically:
	• 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)	Required reading (due to respective level): **Girardet, Jacky, Pécheur, Jacques (2010)** : Écho A1 : méthode de français. Paris : CLE International.

	Girardet, Jacky, Pécheur, Jacques (2010) : Écho A2 : méthode de français. Paris : CLE International. **Girardet, Jacky, Pécheur, Jacques (2010)** : Écho B1.1 : méthode de français. Paris : CLE International. **Carlo, Catherine, Causa, Mariella (2010)** : Civilisation Progressive du Français : Niveau Débutant. Paris : CLE International. **Penfornis, Jean-Luc (2004) :** Vocabulaire Progressif du Français des Affaires. Paris : CLE International. **Steele, Ross** (2004) : Civilisation Progressive du Français : Niveau Intermédiaire. Paris : CLE International.

Italian 1

Status: December 2021

Module-Nr./ Code	ITA1
Module title	Italian 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with ITA2 and ITA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Jacqueline Lo Mascolo
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 %

	Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: • 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. Intermediate: • 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. Advanced: • 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	The contents in general: • 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 Target level A1, specifically: • The basics of the phonetic and written form of the foreign language

	- Basic grammatical structures
	- Basic lexis
	- Learning aids
	Target level A2, specifically:
	- 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
	Target level B1 and B2, specifically:
	- 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	Task-based learning 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)	Required literature (due to respective level, will be announced before semester starts) **Zorzan, Lorenza (2010):** Con Piacere A1: Lehr- und Arbeitsbuch. Stuttgart: Klett. **Rovere-Fenati, Beatrice (2011):** Con Piacere A1: Trainingsbuch. Stuttgart: Klett. **Zorzan, Lorenza (2011):** Con Piacere A2 : Lehr- und Arbeitsbuch. Stuttgart: Klett.

Russian 1

Status: December 2021

Module-Nr./ Code	RUS1
Module title	Russian 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with RUS2 and RUS3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Dr. Mila Koretnikov
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

Qualification objectives of the module	Students who have successfully participated in this module will be able to: • know the Cyrillic alphabet and read simple texts, • 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.
Content of the module	• The phonetic and graphic code of the Russian language. • Basic grammatical structures • Basic lexis • 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)	<u>Required literature (due to respective level, will be announced before semester starts)</u> **Loos, Harald, Berditschewski, Anatoli (2008):** Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner (2001):** Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner (2004)**: Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)

Spanish 1

Status: December 2021

Module-Nr./ Code	SPA1
Module title	Spanish 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
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. Anthony Teitler
Name(s) of the instructor(s)	Maritza Bayona Pilar Cañeque Gabriela Farah de Günther
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2)

	and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: • 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. Intermediate: • 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. Advanced: • 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	The contents in general: • 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
	Target level A1, specifically:
	• The basics of the phonetic and written form of the foreign language
	• Basic grammatical structures
	• Basic lexis
	• Learning aids
	Target level A2, specifically:
	• 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
	Target level B1, B2, specifically:
	• 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)	<u>Required literature (due to respective level, will be announced before semester starts)</u>

	González Salgado, C. (2007): ene A1: der Spanischkurs; Medienkombination. Ismaning: Hueber. **González Salgado, C., Sanz Oberberger, C. (2010):** ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber. **González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E. (2010)**: ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gonzáles Salgado, C. et al. (2012):** ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gelabert, Maria J.** (Hrsg.) **(2007):** Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber. **Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López (2007):** Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen. Ismaning: Hueber.

Storytelling and Integrated Communication

Status: June 2022

Modul-Nr. / Code	STIC
Module title	Storytelling and Integrated Communication
Semester or trimester	4th 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	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the arts cycle and has particular references to the other modules in the arts cycle (CUAU, CHMC, RADI, LONP, CUEN, APRO, CIAM, AREL). It is also part of the communication cycle and has particular references to the other modules in the communication cycle (MHTP, PSYS, DMAR, MAMS, CIIC, CELE).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Thomas Israel
Teaching language	English
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The Assessment type is a Learners Portfolio according to § 14 (7) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

Qualification objectives of the module	Students who have successfully completed this module are able to: • develop communication strategies as an consistent and integrated system of interrelated instruments • apply narrative skills in various society- and/or business-related contexts • understand the concept of integrated communication • exemplarily evaluate and adequately adapt different communication strategies in the context of different specific situations/ cases. • reflect strategic communication (strategy, implementation and control) from a holistic and integrated perspective • apply selected strategic methods and procedures explicitly in the context of the strategic communication process, • measure and compare outcomes of integrated media campaigns
Content of the module	• Integrated Communication • Campaign Development, • Public Relations and Sponsorship Programs • Ethical Concerns • Realization of project portfolios in the field of media and communication by using practical production techniques with a focus on audiovisual media (scripting, shooting, editing)
Teaching and learning methods of the module	Interactive lecture.
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading (provided via Moodle): **Dahlén, M., Lange, F., Smith, T.** (2010). Marketing communications. A brand

	narrative approach. Chichester: Wiley. (excerpts) **Falkheimer, J.** (2018). Strategic Communication. Routledge: New York. (excerpts) **Goodrich, W. B., Sissors, J. Z.** (eds.) (1996): Media Planning Workbook. 5. ed., Lincolnwood: NTC Business Books. (excerpts)

Artistic Project

Status: April 2022

Module-Nr. / Code	APRO
Module title	Artistic Project
Semester or trimester	4th 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	There are no formal requirements for participation in this module, however, successful completion of the module IPRO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform,
Applicability of the module	This module is targeted at the transfer between theory and practice and has interconnections to all earlier and simultaneous modules of the program, especially to IPRO. This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialization of the students.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Anca Unertl Various Artists in Residence
Teaching language	English/other (depends on the subject of the project and the host country)
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 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • develop a creative project for an individual topic • apply agile project management techniques and basic innovation management approaches for creative projects • reflect the nature of artistic knowledge building in a business context • evaluate own skills and team capabilities and develop strategies for self-learning • communicate with artists in
Content of the module	Creative project in collaboration with individual artist.
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.)	
Literature (Required reading/supplementary recommended reading)	Depends on project.

Controlling, Accounting and Reporting

Status: May 2022

Module-Nr./ Code	CARE
Module title	Controlling, Accounting and Reporting
Semester or trimester	4th 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	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs, links to other modules	This module is part of the management cycle (check) and has particular references to IMAN (analyze), OENV (analyze), STTP (plan), RESO (do), CHLE (act) and MELE (elective). It is part of all management programs at Karlshochschule.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	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	The Assessment type is a Case Study according to § 14 (12) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • debate different ways of controlling management practices • reflect the meaning of corporate accounting as a means of constructing information • for external stakeholders to assess the company's business performance (external accounting, annual financial statement) • for internal stakeholders to make business decisions based on the data (internal accounting) • calculate and deconstruct key performance indicators for different business functions (in particular HR and marketing) • propose strategies of cost management methods (cost / benefit calculation, calculation of cost types, cost centres and cost units, cost accounting and cost allocation), • classify different ways of risk management • compare different ways of reporting organizational and market outcome, in particular Sustainability Reports, CSR reports or Public Value Reports
Content of the module	• Controlling:

	○ Theoretical discussions of the concept of 'control' and 'accountability'
	    ○ Controlling as a management function
	    ○ Postmodern/postrational concepts of controlling
	• Functional controlling
	
	    ○ External accounting
	    ○ Internal accounting
	    ○ Cost management
	    ○ Risk management
	• Reporting
	
	    ○ CSR reports
	    ○ Sustainability reports
	    ○ Public value reports

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)	<u>Required reading:</u> Will be announced in class. <u>Recommended reading:</u> **Chua, W.F. (1986).** Radical developments in accounting thought. *The Accounting Review*, LXI(4), 601-632. **Chua, W.F. (1988):** Interpretive sociology and management accounting research: A critical review. *Accounting, Auditing & Accountability Journal,* 1(2), 59-79. **Hopwood & P. Miller (1994, Eds.),** *Accounting as social and institutional practice* (pp. 1-39). Cambridge: Cambridge University Press. **Kalthoff, H. (2005).** Practices of Calculation. Economic Representations and Risk Management. *Theory, Culture and Society*, 22(2), 69-97.

Lee, T.A. (2003). Accounting and auditing research in the United States. In C. Humphrey and B. Lee (Eds.) *The Real Life Guide to Accounting Research: A Behind-the-Scenes View of Using Qualitative Research Methods*. Elsevier.

Meynhardt, T. (2009); Public Value Inside: What is Public Value Creation? *International Journal of Public Administration*, 32 (3–4), 192–219

Miller, P. (2004). Governing by Numbers: Why Calculative Practices Matter. In A. Amin and N. Thrift (Eds.) *The Blackwell Cultural Economy Reader*. Blackwell.

Scheytt, T. (2005). *Management Accounting from a Systems Theoretical Perspective.* In: Seidl, D. & Becker, K.H. (Eds.), Niklas Luhmann and Organization Theory. Malmö & Copenhagen: Liber & Copenhagen Business School Press [Advances in Organization Studies], 386-401.

Scheytt, T. (2008). *The Future of Interpretive Accounting Research.* Critical Perspectives on Accounting 19(6), 840-866

Sheehy, B. (2015). "Defining CSR: Problems and Solutions". Journal of Business Ethics. 131 (3): 625–648.

Sulkowski, A.; Waddock, Sandra (2014). "Beyond Sustainability Reporting: Integrated Reporting Is Practiced, Required & More Would Be Better". University of St. Thomas Law Review. 10: 1060–1123

Change and Learning

Status: May 2022

Module-Nr./ Code	CHLE
Module title	Change and Learning
Semester or trimester	4th 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	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the management cycle (act) and has particular references to IMAN (analyze), OENV (analyze), STTP (plan), RESO (do), CARE (check) and MELE (elective). It is part of all management programs at Karlshochschule.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Marisol Bock
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 hours, self-study = 124 hours)

Hours per week	4
Assessment type / requirement for the award of credits	The Assessment type is a Seminar Paper according to § 14 (5) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: • describe different approaches in change management and institutional learning • analyze and respond to business and social issues and translate them into conceptual, creative, innovative and transformative ideas • apply appropriate management tools depending on the situation in order to shape change • contrast different change conceptions and to appreciate their relative strengths and weaknesses • relate prevailing change orientations and ideas to actual events in organizations • develop learning solutions for change projects • criticize their own approach to change and the management of change
Content of the module	• Socio-technical and socio-economic drivers of change • Change as a management task • Business possibilities for shaping change, in particular the strategic and organisational integration of different innovation perspectives (e.g. product

	and process innovation with the innovation of distribution) • Organizational Change, Learning and Dynamics • Complex, Processual Conceptions of Change • Perspectives on Change and Conflict
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual), Learning by Teaching
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Group projects about learning projects (e.g., own development of workshops)
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u> **Clegg, S., Kornberger, M. and Pitis, T. (2011).** *Management and Organizations. An Introduction to Theory and Practice.* London: Sage. Chapter: Managing innovation and change. **Hatch, M.J. (1996).** *Organization Theory. Modern, Symbolic and Postmodern Perspectives.* Oxford: Oxford University Press. Chapter: Organizational Change and Learning. **Linstead, S., Fulop, L. and Lilley, S. (eds.) (2004).** *Management and Organization. A Critical Text.* Houndsmill, Hampshire: Palgrave Macmillan. Chapter: Managing Change. **March, J. (1991).** 'Exploration and Exploitation in Organizational Learning'. *Organization Science*, 2: 71-87. **Orlikowski, W. (1996).** 'Improvising Organizational Transformation over Time: A Situated Change Perspective'. *Inf. Syst. Res.*, 7: 63-92.

	Weick, K. and Quinn, R.E. (1999). 'Organizational Change and Development'. *Annu. Rev. Psychol.*, 50: 361-86.

Arabic 2

Status: December 2021

Module-Nr./ Code	ARA2
Module title	Arabic 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with ARA1 and ARA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Alaa Khalil
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER).

Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • have an extended knowledge of the fundamentals of the Arabic alphabet, • identify a suitable number of individual elements, • deduct meaning from contexts, • carry out simple dialogues in everyday situations.
Content of the module	• 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)	<u>Required literature</u> **Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard** (2011): Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.

Chinese 2

Status: December 2021

Module-Nr./ Code	CHI2
Module title	Chinese 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with CHI1 and CHI3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Xiaojun Gundermann-Han
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
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, • identify a suitable number of individual elements, • deduct meaning from contexts, • carry out simple dialogues in everyday situations.
Content of the module	• 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)	Required literature (due to respective level, will be announced before semester starts): **Chen, Fu, Zhu, Zhiping, Cordes, Ruth (2005):** Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination) **Zhang, Hong, Zhu, Xiaoxing (2007)**: Chinesisch erleben. Beijing: China Book Trading. (Medienkombination) **Gu, Wen, Meinshausen, Frank (2005):** Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.

French 2

Status: December 2021

Module-Nr./ Code	FRA2
Module title	French 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with FRA1 and FRA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Ariane Fleuranceau 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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension

	and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: • 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 Intermediate: • use their spoken language to take part in a suitable range of advanced business communication situations, • draw up accompanying written documents Advanced: • 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	The contents in general: • 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.
	Target level A2, specifically:
	• 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
	Target level B1.2 and B2, specifically:
	• 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
	Target C1, specifically:
	• 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)	<u>Required literature (due to respective level, will be announced before semester starts)</u> **Girardet, Jacky, Pécheur, Jacques (2010):** Écho A1: méthode de français. Paris: CLE International. **Girardet, Jacky, Pécheur, Jacques (2010):** Écho A2: méthode de français. Paris: CLE International. **Girardet, Jacky, Pécheur, Jacques (2010):** Écho B1.1: méthode de français. Paris: CLE International. **Carlo, Catherine, Causa, Mariella (2010):** Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International. **Pécheur, J. (2010):** Civilisation Progressive du Français : Niveau avancé. Paris: CLE International. **Penfornis, Jean-Luc (2004):** Vocabulaire Progressif du Français des Affaires. Paris: CLE International. **Steele, Ross (2004):** Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International.

Italian 2

Status: December 2021

Module-Nr./ Code	ITA2
Module title	Italian 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with ITA1 and ITA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Jacqueline Lo Mascolo
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2)

	and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: • 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 Intermediate: • use their spoken language to take part in a suitable range of advanced business communication situations, • draw up accompanying written documents Advanced: • 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)
Content of the module	The contents in general: • 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. Target level A2, specifically: - 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 Target level B1.2 and B2, specifically: - 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
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)	<u>Required literature</u> **Errico-Reiter, Rosa, Esposito, Maria A., Grandi, N.** (2010): Campus Italia A1/A2: Lehr- und Arbeitsbuch, Stuttgart: Klett.

Russian 2

Status: December 2021

Module-Nr./ Code	RUS2
Module title	Russian 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with RUS1 and RUS3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Dr. Mila Koretnikov
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • deal with simple to more complex everyday situations and simple business situations in the spoken language • write standard texts (e.g. lists) autonomously in Russian.
Content of the module	• 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)	<u>Required literature (due to respective level, will be announced before semester starts)</u> **Loos, Harald, Berditschewski, Anatoli (2008):** Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner (2001):** Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner (2004):** Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)

Spanish 2

Status: June 2021

Module-Nr./ Code	SPA2
Module title	Spanish 2
Semester or trimester	4th 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	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with SPA1 and SPA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Maritza Bayona Pilar Cañeque Gabriela Farah de Günther
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension

	and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

Qualification objectives of the module	Students who have successfully participated in this module will be able to:
	
	Beginners:
	  – 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
	
	Intermediate:
	  – use their spoken language to take part in a suitable range of advanced business communication situations,
	  – draw up accompanying written documents
	
	Advanced:
	  – 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	The contents in general: – 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. Target level A2, specifically: − 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 Target level B1.2 and B2, specifically: − 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 Target C1, specifically: − 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)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks:

	González Salgado, C. (2007): ene A1: der Spanischkurs. Medienkombination. Ismaning: Hueber. **González Salgado, C., Sanz Oberberger, C.** (2010): ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber. **González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E.** (2010): ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gonzáles Salgado, C. et al.** (2012): ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gelabert, Maria J.** (Hrsg.) (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber. **Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López** (2007): Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber. **Gelabert, Maria J., Isa, David, Menéndez, Mar** (2011): Nuevo Prisma: C1, libro del alumno. Madrid: Ed. Edinumen, Ismaning: Hueber. **Castro, Genis, Ianni, José, V.** (2011): Nuevo Prisma: C1; libro de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.

Current Issues in Arts Management

Status: May 2022

Modul-Nr. / Code	CIAM
Module title	Current Issues in Arts Management
Semester or trimester	5th Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the arts cycle and has particular references to the other modules in the arts cycle (CUAU, CHMC, RADI, LONP, CUEN, STIC, APRO, AREL).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Depends
Teaching language	English – however, the module will be taught in one of the languages spoken in the region if the students are sufficiently proficient in the language (level C1)
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3

Assessment type / requirement for the award of credits	The Assessment type is a Written Assignment according to § 14 (4) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: • identify and analyze selected current issues and trends the field of arts and cultural management, taking into account ethical, social and ecological aspects in particular • develop a specific research question and work on it in an academic manner and, as a result, contribute towards developing theoretical approaches in the arts and cultural management discourses • present and discuss their working results to and with peers
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	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	Required 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.*

Arts Elective

Status: May 2022

Modul-Nr. / Code	AREL
Module title	Arts Elective
Semester or trimester	5th Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the arts cycle and has particular references to the other modules in the arts cycle (CUAU, CHMC, RADI, LONP, CUEN, STIC, APRO, CIAM).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Depends
Teaching language	English – however, the module will be taught in one of the languages spoken in the region if the students are sufficiently proficient in the language (level C1)
Number of ECTS credits	6
Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3

Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • synthesize contents from different research/ scientific areas depending on their own professional and academic interest and their chosen specialization • further their knowledge according to the chosen focus area in the field of arts and culture
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	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u> *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.*

Management Elective

Status: May 2022

Modul-Nr. / Code	MAEL
Module title	Management Elective
Semester or trimester	5th Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the management cycle and has particular references to IMAN (analyze), OENV (analyze), STTP (plan), RESO (do), CARE (check) and CHLE (act). It is part of all management programs at Karlshochschule.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Depends
Teaching language	English – however, the module will be taught in one of the languages spoken in the region if the students are sufficiently proficient in the language (level C1)
Number of ECTS credits	6

Total workload and its composition (e.g. self-study + contact time)	Total workload = 180 Hours (Contact hours = 42 hours, Self-study = 138 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	The assessment type of the module is a Written Exam according to § 14 (2) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • synthesize contents from different research/ scientific areas depending on their own professional and academic interest and their chosen specialization • further their knowledge according to the chosen focus area in the field of management
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	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u> *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.*

International Community Project

Stand: May 2021

Modul-Nr./ Code	INTR
Module title	International Community Project
Semester	5th Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	Also applicable to "Citizenship and Civic Engagement", "Globalization, Governance and Law", "Politics, Philosophy, Economics" and "International Relations".
Person responsible for the module	Prof. Dr. Nadja Meisterhans
Name(s) of the instructor(s)	Prof. Dr. Nadja Meisterhans
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 = 14, self-study, including project and online module = 166 hours)
Hours per week	1
Assessment type / requirement for the award of credits	The assessment type of the module is a Learner's Portfolio according to § 14 (7)

	Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	3 % Grade: Pass/Fail Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students having studied this module are able to: • analyze their own beliefs, values, assumptions and social position while learning and reflecting on the beliefs and values of others • put themselves in the shoes of other people, especially people suffering from other forms of oppression and marginalization • reflect how their actions impact someone else outside of their own community • reflect from the perspective of embodied ethicality how their bodily experiences and their SENSE-making influence their decisions • position themselves towards ideas such as cosmopolitanism, power & privilege, and active citizenship

Content of the module	• Integration in a community (e.g. through volunteer work) which is affected differently by power dynamics, oppression and marginalization than their 'home community'
	
	• Reflection on drivers of inequality for host community (e.g. Climate Change, Imbalance in Trade, Extractivism, Neo-Colonialism etc.)
	
	• Reflection about their experiences, feelings and emotional development throughout the project
	
	• Accompanying online modules and group coaching sessions:
	   o identity and culture
	   o working in teams

	- coping with uncertain situations within the new environment - conflict management - intercultural competencies - embodied ethicality
Teaching and learning methods of the module	Community-based-learning that includes experiential learning with a strong emphasis on reflection; with workshops and online modules for preparation, time abroad and re-entry, conducting a learning diary and final presentation of learnings
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	Videos, Pictures, Articles, Podcasts dependent on project will be provided through Moodle

Arabic 3

Status: December 2021

Module-Nr./ Code	ARA3
Module title	Arabic 3
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with ARA1 and ARA2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Alaa Khalil
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER) see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • read and write brief standard texts, • carry out dialogues in everyday situations with a suitable level of complexity.
Content of the module	• Revision of the conjunctive, the imperative, apocopate, and negation. • The dual, the numbers 1 and 2, question pronouns "how many", the months, cardinal numbers, year numbers, the perfect form of verbs with و and ى, conjunctive and apocopate of verbs with و or ى, word order: اِنَّ and the subject of the sentence. • At my university; in a hotel; about Islam and Muslims; registering with the authorities; the President's speech; interview with the President. • 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)	<u>Required literature</u> **Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard (2011):** Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.

Chinese 3

Status: December 2021

Module-Nr./ Code	CHI3
Module title	Chinese 3
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with CHI1 and CHI2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Xiaojun Gundermann-Han
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • read and write brief standard texts, • carry out dialogues in everyday situations with a suitable level of complexity.
Content of the module	• Extension of basic grammar forms • 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)	<u>Required literature (due to respective level, will be announced before semester starts)</u> **Chen, Fu, Zhu, Zhiping, Cordes, Ruth (2005):** Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination) **Zhang, Hong, Zhu, Xiaoxing (2007):** Chinesisch erleben. Beijing: China Book Trading. (Medienkombination) **Gu, Wen, Meinshausen, Frank (2005):** Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.

French 3

Status: December 2021

Module-Nr./ Code	FRA3
Module title	French 3
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with FRA1 and FRA2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Ariane Fleuranceau 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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: • deal with more complex everyday situations and everyday business situations in the spoken language, • write simple texts in French. Intermediate: • 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) Advanced: • 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	The contents in general: • Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills. • Use of language in business situations. Target level A2 and B1, specifically: • Complex grammatical structures and varieties • Extension of general vocabulary, • Specialist business language and texts

	• Learning aids
	Target level B2 and C1, specifically:
	• 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)	Required literature (due to respective level, will be announced before semester starts)
	Girardet, Jacky, Pécheur, Jacques (2010): Écho A1: méthode de Français. Paris: CLE International. **Girardet, Jacky, Pécheur, Jacques (2010):** Écho A2: méthode de Français. Paris: CLE International. **Girardet, Jacky, Pécheur, Jacques (2010):** Écho B1.1: méthode de Français. Paris: CLE International. **Carlo, Catherine, Causa, Mariella (2010):** Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International. **Penfornis, Jean-Luc (2004):** Vocabulaire Progressif du Français des Affaires. Paris: CLE International. **Steele, Ross (2004):** Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International. **Pécheur, J. (2010):** Civilisation Progressive du Français : Niveau avancé. Paris: CLE International.

Italian 3

Status: December 2021

Module-Nr./ Code	ITA3
Module title	Italian 3
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with ITA1 and ITA2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Jacqueline Lo Mascolo
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: • deal with more complex everyday situations and everyday business situations in the spoken language, • write simple texts in Italian. Intermediate: • 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) Advanced: • follow complex business communication situations and take part in them using the spoken language, • write longer texts with analytical contents in Italian
Content of the module	The contents in general: • Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills. • Use of language in business situations. Target level A2 and B1 specifically: • Complex grammatical structures and varieties • Extension of general vocabulary, • Specialist business language and texts

	• Learning aids
	Target level B2 and C1, specifically:
	• 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)	Required literature (due to respective level, will be announced before semester starts) **Errico-Reiter, Rosa, Esposito, Maria A., Grandi, N.** (2010): Campus Italia A1/A2: Lehr- und Arbeitsbuch, Stuttgart: Klett.

Russian 3

Status: December 2021

Module-Nr./ Code	RUS3
Module title	Russian 3
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with RUS1 and RUS2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Dr. Mila Koretnikov
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) / § 14 (3) CER 01.02.2014

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: • deal with a suitable range of everyday situations in the spoken language • understand oral communication in a business context and make simple contributions in the spoken language • write short texts (e.g. letters) autonomously in Russian.
Content of the module	• Extension of knowledge of grammar system • Extension of basic vocabulary • Basic business 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)	<u>Required literature (due to respective level, will be announced before semester starts)</u> **Loos, Harald, Berditschewski, Anatoli (2008):** Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner (2001):** Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner (2004):** Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)

Spanish 3

Status: December 2021

Module-Nr./ Code	SPA3
Module title	Spanish 3
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with SPA1 and SPA2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Maritza Bayona Pilar Cañeque Gabriela Farah de Günther
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	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3)

	Course and Examination Regulation (CER); see appendix.
Grading & Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: • deal with more complex everyday situations and everyday business situations in the spoken language, • write simple texts in Spanish. Intermediate: • 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) . Advanced: • 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	The contents in general: • Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills. • Use of language in business situations. Target level A2, specifically: • Complex grammatical structures and varieties

	• Extension of general vocabulary, • Specialist business language and texts • Learning aids Target level B2 and C1, specifically: • 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)	<u>Required literature (due to respective level, will be announced before semester starts):</u> **González Salgado, C. (2007)**: ene A1: der Spanischkurs. Medienkombination. Ismaning: Hueber. **González Salgado, C., Sanz Oberberger, C. (2010):** ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber. **González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E. (2010):** ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gonzáles Salgado, C. et al. (2012)**: ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gelabert, Maria J. (Hrsg.)** (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber.

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

Internship

Status: May 2022

Module-Nr./ Code	INTS
Module title	Internship
Semester or trimester	6th 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	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is part of all bachelor programs at Karlshochschule International University and is linked to other modules focusing on practical skills of the practice cycle (e.g., CPRO).
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Professors acting as mentors in accordance with § 11 parag. 5 of the study and examination regulations
Teaching language	Depends on the location of the company/English (consultation)
Number of ECTS credits	18
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 540 hours (3 months = 480 hours internship and 60 hours for preparation, consultation, and follow-up assignment)

Hours per week	3 hours per week for preparation, consultation and follow-up assignment
Assessment type / requirement for the award of credits	The assessment type of this module is an Internship analysis according to § 14 (10) CER; see appendix
Grading & weighting of the grade within the total grade	9 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: • apply and transfer the theoretical knowledge they acquired during their studies to practical problems and use their academic knowledge to critically question their practical experience • describe processes and structures in the institution where they carry out the internship • analyse the purpose, position and strategies of the institution where they carry out their internship • put into context and reflect their own experiences in the institution, generate ideas from practice for their own (lifelong) learning and their bachelor thesis and critically question practice with the methods of their subject • identify problems and obstacles when trying to implement what they've learnt in practice and develop criteria for a successful transfer between theory and practice • draw up an implementation plan to support this transfer on the basis of self-evaluation of their own strengths and weaknesses and organise learning partnerships, networks to exchange experiences or follow-up measures

Content of the module	• Practical activity in an institution, company, association or comparable organisation
	• Analytical reflection of practical experience
	• Identification of relevant questions for the Bachelor Thesis
	• Analysis of problems/obstacles when applying what they have learnt
	• Development of factors of success when transferring into practice
	• Development of an implementation plan
Teaching and learning methods of the module	Practical activity Mentoring by a professor for the preparation and the follow-up assignment and guidance with reflection during the activity
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guidance with reflection during the activity is provided online in the form of e-learning
Literature (Required reading/supplementary recommended reading)	Appropriate use of the literature given in prior modules.

Bachelor Thesis including its Defense

Status: May 2022

Module-Nr./ Code	BACH
Module title	Bachelor Thesis including its Defense (in accordance with §§ 15 and 16 of the study and examination regulations)
Semester or trimester	6th 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 students must have acquired 150 ECTS credits. For preparation, please refer to the required and recommended literature in all prior modules, especially in SCIE and to the university's internal learning platform.
Applicability of the module	This module is applicable to all the Bachelor programs at Karlshochschule International University. It has connections to all earlier modules, especially to SCIE.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Supervisor in accordance with § 15 parag. 4 of the study and examination regulations
Teaching language	English
Number of ECTS credits	12 (11 + 1)
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 360 hours (thesis: 2 months plus preparation of the thesis defence)
Hours per week	

Assessment type / requirement for the award of credits	The assessment type of the module is a Bachelor Thesis (weighting: 80 %) and Defence of the Bachelor Thesis (weighting: 20 %) according to §§ 15 & 16 Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	16 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	In accordance with § 15 parag. 1 and § 16 parag. 1 of the study and examination regulations students who have successfully participated in this module will be able to: • investigate and answer an academic question independently using academic methods within a given time period • summarise the results of their work and defend it with informed academic arguments in a discussion
Content of the module	Bachelor Thesis and defence of the Bachelor Thesis in accordance with §§ 15 and 16 of the study and examination regulations.
Teaching and learning methods of the module	Self-directed learning, support, if needed by the professor in charge, oral presentation without slides summarising the results of their work (max. 10 mins) and defend it with informed academic arguments in a discussion (max. 20 mins)
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	No special requirements, appropriate use of literature given in prior modules and relevant for chosen topic.

Appendix

Excerpt from the Study and Examination Regulations

§ 14 Forms of examinations

(1) Possible forms of examinations during the course of study are - without prejudice to different weighting - written examinations, tests, written assignment, seminar papers, essays, learner's portfolios, oral examinations, presentations, internship analysis, project work and case studies.

(2) Written examinations are supervised written work. The duration of the examinations shall be at least 60 and at most 240 minutes in accordance with the respective module description. In written examinations, students shall demonstrate in a limited time and with limited aids that they have achieved the qualification objectives documented in the module descriptions.

(3) Tests are written or oral quizzes. Their duration is 15, 30 or 45 minutes according to the respective module description. In tests, students should in particular prove that they are able to correctly reproduce, differentiate and apply what they have learned.

(4) A written assignment is an independent written elaboration in which a scientific question is dealt with. The length of the student research project should be between 30,000 and 40,000 characters including spaces (+/- 15%). In seminar papers, students should prove that they can scientifically work on a problem corresponding to the qualification goals of the respective module.

(5) A seminar paper consists of an independent, in-depth written examination of a topic from the work context of the module, taking into account the relevant scientific literature, as well as a presentation and a discussion of the paper and its results. The written paper should comprise between 16,000 and 24,000 characters including spaces (+/- 15%); the oral presentation and the discussion together should not exceed 20 minutes. In the presentation, the students prove that they are able to deal with a specific subfield in depth, to structure the chosen

topic, to process the state of the literature and to present the findings and results in an oral presentation.

(6)   An essay is a critical examination of a scientific position. The essay should contain between 10,000 and 20,000 characters including spaces (+/- 15%). With essays, students show that they are able to present scientific positions, weigh them up against each other argumentatively, question them critically, take a stand independently and make connections.

(7)   A learner's portfolio is a written presentation of the student's own work, selected by the student according to previously defined criteria, with which he or she demonstrates his or her learning progress and level of achievement at a certain point in time and in relation to a defined content. The selection of the work, its relation to the student's own learning progress and its significance for the achievement of the qualification objectives must be justified. In the learning portfolio, students should prove that they have taken responsibility for their learning process and have achieved the qualification objectives documented in the module description. Depending on the module description, the components of successful self-learning checks of the learning portfolio can be, in particular, works with application relevance, websites, weblogs, bibliographies, analyses, thesis papers as well as graphical preparations of an issue or a question. The learning portfolio usually comprises 40,000 to 60,000 characters including spaces (+/- 15%).

(8)   An oral examination is a time-limited examination discussion on specific topics and concrete questions to be answered. In oral examinations, students should prove that they have achieved the qualification objectives documented in the module descriptions, recognise the interrelationships of the examination area and are able to classify specific questions in these interrelationships. The duration of the examination shall be at least 10 and at most 20 minutes. The essential subjects and the result of the examination shall be recorded in a protocol. The result shall be communicated immediately.

(9)   A presentation is a systematic, structured oral presentation visually supported by suitable media (such as beamers, slides, posters, videos), in which specific

topics or results are illustrated and summarised and complex issues are reduced to their essential core.

(10) The internship analysis is an analysis of the internship position with the help of the qualifications acquired during the studies. The subject of the analysis is the strategy, the business model or the organisational purpose, the value chain or the political processes or an equivalent field of investigation of the internship position and a classification/reflection of one's own experience in the internship. The internship analysis consists of a systematic, structured oral presentation visually supported by appropriate media, followed by a discussion and a written management summary. The written presentation should be between 6,000 and 10,000 characters including spaces (+/- 15%); the oral presentation and the discussion together should not exceed 20 minutes. In the internship analysis, students should show that they are able to transfer the theoretical knowledge acquired in their degree programme to practical problems and to scientifically scrutinise their practical experience, as well as the processes and structures of the practical workplace.

If a 6-month compulsory internship is planned in the degree programme, the management summary in the appendix must be supplemented by a topic-specific analysis with a length of between 5,000 and 8,000 characters including punctuation marks (+/- 15%). Details are specified in the module description.

(11) The course-related project work is a group work with which a defined goal is to be achieved in an interdisciplinary manner in several phases (initiation, problem definition, role allocation, idea generation, criteria development, decision, implementation, presentation, written evaluation) in a defined time. In the project work, the students should prove that they are able to solve complex tasks from their professional field in a team. The contribution to be assessed as examination performance in each case must be clearly individually recognisable and assessable. This also applies to the individual contribution to the group result. Project work includes a presentation of the results. The essential objects and results of the project work as well as the reasons for the assessment shall be recorded in a protocol. The result shall be communicated immediately.

(12) A case study is a written treatment of a case study. The duration of the processing shall be at least 36 and at most 60 hours in accordance with the respective module description. In case studies, students shall prove that they are able to master an entrepreneurial design task in a limited period of time with the help of their analytical knowledge and methodological competences corresponding to the qualification objectives.

(13) Other forms of course-related examinations are permissible with the consent of the examination board. They must be announced to the university public before the beginning of the semester, stating the assessment criteria and processing time.

(14) The assessment procedure for written examinations shall not exceed four weeks.

§ 18a Award of ECTS credits

   (1) ECTS credit points are granted for a module if the in the module description intended performance in connection with these examination regulations is proven.

   (2) The award of ECTS credit points does not necessarily require an examination, but the successful completion of the respective module.

§ 19 Assessment of examination results, module grades, overall grade

        A Assessment of the examination performance

   (1) The grades for the individual examination performances to be graded are determined by the respective examiners. The following grade levels are to be used:

      1 = very good (excellent performance)

      2 = good (performance significantly above average)

      3 = satisfactory (performance that meets average requirements) meets)

      4 = sufficient (performance which, despite its deficiencies, still meets the requirements)

      5 = insufficient (performance that no longer meets the requirements due to significant deficiencies)

        For the differentiated evaluation of the graded examination performances, intermediate values with one decimal place are permissible.

   (2) A graded module is successfully completed if the module examination has been assessed with at least "sufficient" (4.0), an ungraded module is successfully completed if the module examination has been assessed with "passed" or if the performances provided for in the module description have been proven.

   (3) If an ungraded examination performance is assessed by several examiners, it is deemed to have been completed if it has been assessed as "passed" by each examiner. If a graded examination is assessed by several examiners, it is deemed to have been passed if it has been assessed with at least "sufficient" (4.0) by each examiner.

   (4) If a graded examination performance is assessed by several examiners with at least the grade "sufficient" (4.0), the grade of the examination performance

is calculated from the arithmetic mean of the grades awarded by the examiners in accordance with paragraph 1.

B Module grades

(5) The module grade is calculated from the weighted average of the grades of all associated graded examinations. The weighting is regulated in the module description. This also applies to the Bachelor's thesis and its defence. Paragraph 1, sentences 2 and 3 apply accordingly.

C Overall grade

(6) The Bachelor's examination is passed if the module examinations of all modules specified in the respective curriculum overviews in the special section and the Bachelor's thesis including its defence have been passed. Certificates of achievement in additional voluntary modules are not taken into account.

(7) The overall grade is calculated from the weighted average of the module grades and the grade for the Bachelor's thesis including its defense. Paragraph 1, sentences 2 and 3 apply accordingly. The individual module grades and the Bachelor's thesis including its defence are weighted as follows within the framework of the overall Bachelor's grade:

- Each module grade is included in the overall grade with the percentage corresponding to the number of ECTS points assigned to the module multiplied by 0.5.

- The Bachelor's thesis, including its defence, is included in the overall grade with a percentage of 16 %.

- Insofar as study and examination achievements are credited in accordance with § 5 Para. 4 Sentence 2, but are not included in the calculation of the overall grade due to the lack of identity of the grading systems, or insofar as modules are only assessed as "passed" / "failed", the weighting of the remaining module grades in each case results from the multiplication of the ECTS points assigned to the module by 90 % divided by the total number of ECTS points included in the calculation:

- The correspondingly calculated weight of the Bachelor's thesis including its defence is increased by 10 %:

$$\frac{12 \times 90\,\%}{Gesamtzahl\ der\ in\ die\ Berechnung\ eingehenden\ ECTS\ Punkte} + 10\,\%.$$

(8) The overall grade is:

- With an average up to and including 1.5
  = very good;
- with an average of 1,6 up to and including 2,5
  = good;
- with an average of 2.6 up to and including 3.5
  = satisfactory;
- with an average of 3.6 up to and including 4.0
  = sufficient;
if such an average is not reached   = not sufficient.

(9) In the case of outstanding performance (overall grade of at least 1.3), the overall grade "passed with distinction" is awarded.

§ 20 Bachelor's Certificate, Bachelor's Degree, Certificate, Diploma Supplement

(1) A certificate is issued for the passed Bachelor examination. The module grades and the ECTS credits allocated to the modules, the topic of the Bachelor thesis and the overall grade are to be included in the certificate.

(2) In addition, a relative ECTS overall grade will be included in the transcript. Thereafter, the successful students will receive the grade
- A the best 10 %
- B the next 25
- C the next 30
- D the next 25
- E the next 10%.

The reference group for the calculation of relative grades is all students of the current and the two preceding cohorts of the degree program. If a degree program has not yet completed the years required according to sentence 3, the graduates of the current and the two preceding year cohorts of all Bachelor's degree programs at Karlshochschule International University are

used as the reference group.

(3) The certificate shall bear the date of the last examination. It shall be signed by the President and by a member of the Examining Board. On request, an English translation of the certificate will be provided.

(4) Karlshochschule International University Karlsruhe awards the degree "Bachelor of Arts (B.A.)" after passing the Bachelor's examination.

(5) At the same time as the certificate, the certificate of the Bachelor's degree with the date of the certificate is handed out. This certifies the award of the Bachelor's degree. The certificate is signed by the President and bears the seal of Karlshochschule International University Karlsruhe.

(6) In addition, the graduate is issued with a "Diploma Supplement" in English, which contains information on the course content, the course of study and the academic and professional qualifications acquired with the degree, as well as the overall grade according to Paragraph 1 and the relative ECTS overall grade according to Paragraph 2. Certificates of achievement from additional modules are shown separately.

(7) The "Diploma Supplement" bears the date of the certificate and is signed by a member of the examination board.