Course Catalogue

2016/2017

Courses Offered in the Fall Semester 2016/2017

Courses Offered in the Spring Semester 2017

Module descriptions
General remarks

We recommended that incoming students join one of our regular student cohorts, e.g. International Marketing Management 2nd year. In addition, certain combinations of courses from different programs and semesters are possible.

Exchange and visiting students who can demonstrate proficiency in German may also choose from the first-year courses offered in German. In this case please contact the International Office for additional information.

Master level courses

Our Master courses are open to graduate exchange students with the background and language proficiency required to succeed in class, provided there are still free spaces.

To take courses in our Master program in Management, students need to fulfill the following prerequisites:

- completion of a Bachelor degree or equivalent status (e.g. in the Grande Ecole program),
- a background in business administration and specific subjects (especially for semester 2 and 3 modules) and
- English proficiency on the level of C1.

The Master programs start once a year in March. In spring, exchange students who fulfill the prerequisites mentioned above can join the first-semester courses. In the fall, exchange students who fulfill the prerequisites mentioned above can join the 2nd-semester courses, provided they have the necessary background, i.e. modules equivalent to those taught during the first-semester. Most of the Master courses offered in the fall semester require a cultural sciences background. They rely strongly on the content covered in the first semester of our Master program.

We ask students interested in taking Master courses to send us transcript of records with all the courses they have taken so far, both on the Bachelor and the Master level, so that we can check if they fulfill the prerequisites.

It is also possible to mix Bachelor and Master courses, depending on the course schedule.
Our programs are:

GENR  General Management (mandatory in all Bachelor programs)
ACM   Arts and Cultural Management
IB    International Business
IEM   International Energy Management
IEVM  International Event Management
IMA   International Marketing Management
IMC   Intercultural Management & Communication
IMM   International Media Management
IR    International Relations
ISM   International Sustainability Management
ITM   International Tourism Management
MM    Management (Master program) – all those interested please contact the International Office early
PPE   Politics, Philosophy & Economics

Language courses (fall/spring)
The classes are taught at different levels and the course offerings depend on a minimum number of participants.

- English (4 ECTS)*
- Academic Writing (6 ECTS)**
- German Language (6 ECTS)
- Intensive German Course (German A1.1) (6 ECTS)***
- German Culture (2 ECTS)
- Arabic (6 ECTS)
- Chinese (6 ECTS)
- French (6 ECTS)
- Italian (6 ECTS)
- Japanese (6 ECTS)
- Portuguese (6 ECTS)
- Russian (6 ECTS)
- Spanish (6 ECTS)

* 6 ECTS possible
** requires an English language proficiency level of C1
*** an intensive beginners’ course offered in September and February
Courses offered in the Fall Semester 2016/2017

**Preparatory Course**

<table>
<thead>
<tr>
<th>No.</th>
<th>Prog.</th>
<th>Title</th>
<th>ECTS-Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>GL1a</td>
<td>GENR</td>
<td>Intensive German course (beginners’ level)</td>
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</table>

**First-year courses (Bachelor of Arts, Undergraduate)**

<table>
<thead>
<tr>
<th>No.</th>
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<th>ECTS-Credits</th>
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<tbody>
<tr>
<td>EFL1</td>
<td>GENR</td>
<td>English as a Foreign Language (Business English)</td>
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<tr>
<td>IMQM</td>
<td>GENR</td>
<td>Introduction to Management and its Quantitative Methods</td>
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<tr>
<td>BENV</td>
<td>GENR</td>
<td>Business Environment (2 semester course)</td>
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<tr>
<td>SCIE</td>
<td>GENR</td>
<td>Introduction to Scientific Research Methods (2 semester course)</td>
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<td>GECO</td>
<td>IB, ISM</td>
<td>Global Economy</td>
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<tr>
<td>CUST</td>
<td>IR, PPE</td>
<td>Cultural Studies</td>
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<td>KSTN</td>
<td>IMC</td>
<td>Kulturstudien</td>
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<tr>
<td>INMA</td>
<td>IMA</td>
<td>Einführung in das Internationale Marketing</td>
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</tr>
<tr>
<td>IITM</td>
<td>ITM</td>
<td>Einführung in das Internationale Tourismusmanagement</td>
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</tr>
<tr>
<td>EIEM</td>
<td>IEVM</td>
<td>Einführung in Theorie und Praxis des Internationale Eventmanagement</td>
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<tr>
<td>EKMA</td>
<td>ACM</td>
<td>Einführung in das Kunst- und Kulturmanagement</td>
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<tr>
<td>EIMM</td>
<td>IMM</td>
<td>Einführung in das internationale Medienmanagement</td>
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<tr>
<td>INIR</td>
<td>IR</td>
<td>Introduction to International Relations</td>
<td>5</td>
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<tr>
<td>INOR</td>
<td>IR</td>
<td>International Organizations</td>
<td>5</td>
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<tr>
<td>PHIL</td>
<td>PPE</td>
<td>Introduction in Philosophy</td>
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<tr>
<td>IPOS</td>
<td>PPE</td>
<td>Introduction in Political Science</td>
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**Second-year courses (Bachelor of Arts, Undergraduate)**

<table>
<thead>
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<th>No.</th>
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<tbody>
<tr>
<td>LANG</td>
<td>GENR</td>
<td>Foreign Languages (selection of courses)</td>
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<tr>
<td>GL</td>
<td>GENR</td>
<td>German as a Foreign Language</td>
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<tr>
<td>No.</td>
<td>Prog.</td>
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<td>ECTS-Credits</td>
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<td>AWE</td>
<td>GENR</td>
<td>Academic Writing</td>
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<td>GC</td>
<td>GENR</td>
<td>German Culture</td>
<td>2</td>
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<tr>
<td>RESO</td>
<td>GENR</td>
<td>Resources: Financial Resources, Human Resources, Organization</td>
<td>6</td>
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<tr>
<td>GBCU</td>
<td>GENR</td>
<td>German Business Culture</td>
<td>6</td>
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<tr>
<td>IPRO</td>
<td>GENR</td>
<td>Introductory Company Project</td>
<td>6</td>
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<td>ISP</td>
<td>GENR</td>
<td>Intercultural Study Project</td>
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<td>ARST</td>
<td>GENR</td>
<td>Area Studies</td>
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<tr>
<td>MOPS</td>
<td>IB</td>
<td>Managing Operations Globally</td>
<td>6</td>
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<tr>
<td>ICBC</td>
<td>IMC</td>
<td>Intercultural Business Communication</td>
<td>6</td>
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<tr>
<td>IMAS</td>
<td>IMA</td>
<td>International Marketing Strategy</td>
<td>6</td>
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<td>MIIC</td>
<td>IMA</td>
<td>Marketing Intelligence, Implementation and Controlling</td>
<td>6</td>
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<td>TOGE</td>
<td>ITM</td>
<td>Tourism Geographies</td>
<td>6</td>
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<tr>
<td>SPDD</td>
<td>ITM</td>
<td>Strategic Planning and Destination Development</td>
<td>6</td>
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<tr>
<td>SEDD</td>
<td>IEVM</td>
<td>Sustainable Events: Development and Design</td>
<td>6</td>
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<tr>
<td>EMPR</td>
<td>IEVM</td>
<td>Events Marketing and (Re-)Positioning</td>
<td>6</td>
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<tr>
<td>CANMD</td>
<td>ACM</td>
<td>Challenging Actors: Networks, Mediation, Dramaturgies</td>
<td>6</td>
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<tr>
<td>CPFL</td>
<td>ACM</td>
<td>Cultural Policy, Financing and Law</td>
<td>6</td>
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<tr>
<td>EIM</td>
<td>IEM</td>
<td>Energy Industry Management</td>
<td>6</td>
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<tr>
<td>ENEF</td>
<td>IEM</td>
<td>Energy Efficiency</td>
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<tr>
<td>MCF</td>
<td>IMM</td>
<td>Media Concepts and Formats</td>
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<td>MREC</td>
<td>IMM</td>
<td>Media Reception</td>
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<td>ANTH</td>
<td>IR</td>
<td>Anthropology</td>
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<td>CORE</td>
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<td>Conflict Resolution</td>
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<tr>
<td>ENTR IB</td>
<td><strong>Entrepreneurship &amp; Business Planning</strong></td>
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<tr>
<td>CUD IMA</td>
<td><strong>Cultures &amp; Diversity</strong></td>
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<tr>
<td>FLAB IMA</td>
<td><strong>Marketing FutureLab</strong></td>
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<tr>
<td>GENR</td>
<td><strong>Current Issues in the Service Industries: Research Colloquium</strong></td>
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<tr>
<td>GENR</td>
<td><strong>International Aspects and Trends in Tourism / Events / Media / Arts and Cultural Management: Field Studies</strong></td>
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**Fourth-year courses (Master of Arts)**

*General modules:*

<table>
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<tbody>
<tr>
<td>CMAC MM</td>
<td><strong>Culture, Markets &amp; Consumption</strong></td>
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<tr>
<td>NORU MM</td>
<td><strong>Governance: Norms, Rules &amp; Rituals</strong></td>
</tr>
<tr>
<td>STRT MM</td>
<td><strong>Strategic Practice</strong></td>
</tr>
<tr>
<td>POCO MM</td>
<td><strong>Power &amp; Conflict</strong></td>
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*Specialization modules:*

<table>
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<tr>
<th>Code</th>
<th>Course Name</th>
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<tbody>
<tr>
<td>CRIN MM</td>
<td><strong>Creative Industries</strong></td>
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<tr>
<td>PERF MM</td>
<td><strong>Creative Constructions: Performance &amp; Performativity</strong></td>
</tr>
<tr>
<td>DORC MM</td>
<td><strong>Diversity &amp; Organizational Culture</strong></td>
</tr>
<tr>
<td>BRAS MM</td>
<td><strong>Brand Strategies</strong></td>
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Courses offered in the Spring Semester 2017

**Preparatory Course**

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<th>Code</th>
<th>Title</th>
<th>ECTS-Credits</th>
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<tbody>
<tr>
<td>GL1a</td>
<td>Intensive German course (beginners’ level)</td>
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**First-year courses (Bachelor of Arts, Undergraduate)**

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<th>No.</th>
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<tbody>
<tr>
<td>EFL2</td>
<td>GENR</td>
<td>English as a Foreign Language (Business English)</td>
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<td>MKK</td>
<td>GENR</td>
<td>Märkte, Kultur und Kommunikation</td>
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<tr>
<td>STRA</td>
<td>GENR</td>
<td>Basic Principles in Strategic Management</td>
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<td>INMN</td>
<td>IB</td>
<td>International Management</td>
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<td>IKMK</td>
<td>IB</td>
<td>Intercultural Marketing</td>
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<td>UNTK</td>
<td>IMC</td>
<td>Unternehmenskultur</td>
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<td>IMC</td>
<td>Interkulturelles Marketing</td>
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<tr>
<td>MMAK</td>
<td>IMA</td>
<td>Märkte und Markt-Akteure</td>
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<td>KMTO</td>
<td>ITM</td>
<td>Konsum, Märkte und der Tourist</td>
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<tr>
<td>MAEI</td>
<td>IEVM</td>
<td>Märkte und Akteure der Eventindustrie</td>
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<td>KGTG</td>
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<td>Kunst und Kultur: Geschichte, Theorie und Gesellschaft</td>
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<td>MAMK</td>
<td>IMM</td>
<td>Mediensysteme: Akteure, Märkte und Kulture</td>
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<td>SUDE</td>
<td>IR, ISM</td>
<td>Sustainable Development</td>
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<td>POLP</td>
<td>IR</td>
<td>Political Philosophy</td>
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<td>STRA</td>
<td>IR</td>
<td>Introduction to Strategic Practice</td>
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<tr>
<td>FPAN</td>
<td>IR</td>
<td>Foreign Policy Analysis</td>
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**Second-year courses (Bachelor of Arts, Undergraduate)**

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<tr>
<td>LANG</td>
<td>GENR</td>
<td>Foreign Languages (selection of courses)</td>
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<tr>
<td>GL</td>
<td>GENR</td>
<td>German as a Foreign Language</td>
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<tr>
<td>GC</td>
<td>GENR</td>
<td>German Culture</td>
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<td>MACC</td>
<td>GENR</td>
<td>Managerial Accounting</td>
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<td>MBI</td>
<td>GENR</td>
<td>Business Model Innovation</td>
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<td>APRO</td>
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<td>Advanced Company Project</td>
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<tr>
<td>ISP</td>
<td>GENR</td>
<td>Intercultural Study Project</td>
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<td>GBCU</td>
<td>GENR</td>
<td>German Business Culture</td>
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<td>SUDE</td>
<td>IB</td>
<td>Sustainable Development</td>
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<td>IFAS</td>
<td>IB</td>
<td>International Finance and Sustainability</td>
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<td>ICOL</td>
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<td>International Collaboration Management</td>
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<td>ICCO</td>
<td>IMC</td>
<td>Intercultural Communicative Competence</td>
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<td>Relationships in International Marketing</td>
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<td>International Marketing Channels and Operations</td>
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<td>CPOT</td>
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<td>Critical Perspectives on Tourism</td>
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<td>TOOP</td>
<td>ITM</td>
<td>Tourism Operations</td>
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<tr>
<td>LOCA</td>
<td>IEVM</td>
<td>Exhibitions, Conventions, Sports and Cultural Events: The Locations Dimension</td>
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<tr>
<td>OPER</td>
<td>IEVM</td>
<td>Exhibitions, Conventions, Sports and Cultural Events: The Operations Dimension</td>
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<tr>
<td>SACM</td>
<td>ACM</td>
<td>Strategic Arts and Cultural Management in Different Institutions and Social Contexts</td>
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<td>ACME</td>
<td>ACM</td>
<td>Arts Communication, Marketing and Education</td>
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<td>ETSC</td>
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<td>Energy Trade, Sales and Communication</td>
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<td>REN</td>
<td>IEM</td>
<td>Renewable Energies</td>
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<td>MCRE</td>
<td>IMM</td>
<td>Media Creation</td>
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<td>MSOL</td>
<td>IMM</td>
<td>Media Strategies, Operations and Law</td>
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**Fourth-year courses (Master of Arts)**

*General modules:*

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<td>CUTU</td>
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<td>Key Concepts for the Study of Management as Culture: Cultural Turns</td>
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<tr>
<td>LERE</td>
<td>MM</td>
<td>Controlling: Leading for Results</td>
<td>5</td>
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<tr>
<td>BUSA</td>
<td>MM</td>
<td>Business Analysis</td>
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<td>RHES</td>
<td>MM</td>
<td>Rhetorics and Stylistics</td>
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*Specialization modules (4 out of the following, depending on demand):*

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<td>MM</td>
<td>Creativity in Context</td>
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<td>CSIC</td>
<td>MM</td>
<td>Culture &amp; Society in Change: History &amp; Trends</td>
<td>5</td>
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<tr>
<td>IDTY</td>
<td>MM</td>
<td>Identity</td>
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<tr>
<td>ABRA</td>
<td>MM</td>
<td>Approaching Brands</td>
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<td>BUMO</td>
<td>MM</td>
<td>Business Modeling</td>
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<td>NECU</td>
<td>MM</td>
<td>New Media Culture</td>
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<td>ASUS</td>
<td>MM</td>
<td>Approaching Sustainability</td>
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<tr>
<td>BETO</td>
<td>MM</td>
<td>Becoming a Tourist</td>
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Module Descriptions

Introduction to Management and its Quantitative Methods

Duration: 1 Semester

Qualification objectives of the module

A broad range will be covered. Students are meant to acquire a 360° perspective of administrative tasks, personnel-related responsibilities and the diverse roles of a manager as well as an understanding of conceptual tools and analytical methods to be able to describe business activities and suggest coherent solutions to problems in an integrative way. The learning of tasks and the understanding of how to apply methods and tools shall be supported by a constructivist approach to knowledge building and based on the use of case studies and practice exercises.

Students who have successfully participated in this module will be able to:

- Describe the fundamentals of management as well as the roles, tasks and responsibilities of a manager in different types of organizations,
- Define the players and institutions relevant to areas of managerial activity and their interdependence
- Differentiate the goals and tasks of general and functional management, as well normative, strategic and operational management
- Demonstrate the concept of the value chain, thereby distinguishing primary, coordination and supporting activities
- Describe management as a comprehensive function of planning, deploying and controlling resources, based on the PDCA-Cycle
- Identify an appropriate way to handle different managerial situations and challenges (quantitative, qualitative, objectivist, interpretative)
- Describe the financial flows along the value chain as well as the requirements and principles of accounting, financing and investment solve problems in Linear Algebra and Analysis and apply these mathematical methods to quantitative problems in management
- To apply knowledge and challenge the use of knowledge critically when addressing current issues and working on selected case studies

Content of the module

- The historical approach and selected concepts of the evolution of management as a discipline
- The enterprise as a multifunctional socio-technical system, as illustrated by M. E. Porter's value chain
- The goals and tasks of general, functional and project management
- The normative, strategic and operational levels of management
- The roles, responsibilities, tasks and capabilities of management, as understood after critical reflection and from a constructivist perspective
- The resources of an organization and the situation-specific deployment of the managerial tools, especially when developing goals, planning, organizing, delegating and controlling outcomes under complex ambiguous conditions
- The integration of quantitative methods in managerial processes, in particular:
  - Concepts of financial activities
  - Principles of managerial accounting
  - Foundations of financial reporting
  - Understanding of the investment process
  - Valuation methods
- Linear Algebra: solving linear systems of simultaneous equations by means of Gaussian elimination; application of these methods in the context of Leontief’s Input–Output–Model.
- Linear Programming: graphical method for solving problems with two variables; systematic solution by means of the simplex algorithm.
- Analysis: Differentiation of real–valued functions of one variable. Discussion of properties of typical economical functions of one variable; determination of roots, local extremal values and points of inflection such as break-even points and maximum returns. Description of absolute/relative rates of change in economic functions; elasticity: elastic, inelastic and proportional-elastic behaviour. Simple rules of integration for real–valued functions of a single variable. Determination of consumer surplus and producer surplus.
Business Environment

Duration: 2 Semesters

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

– Describe political, economic, socio-cultural, technological, environmental and legal factors that influence entrepreneurial activities on a local, regional and national level and their interrelations
– Present, classify and interpret current economic issues and the main macro-economic theoretical approaches and models
– Describe the basic environmental factors, players, institutions and instruments of (economic and) political activities and critically interpret political decisions regarding the use of the community’s resources
– Explain the importance of the legal system in a national and international context and take entrepreneurial actions drawing on a knowledge of civil law, business law, trade law and labour law
– Conduct a PESTEL analysis

Content of the module

– Political, economic, social, technological, environmental and legal conditions for entrepreneurial activities
– Decision-makers, instruments and objectives of economic policy
– The importance of political institutions and relations for entrepreneurial activities
– Economic systems
– Basic principles of macro-economics
– Analysis of economic circulation and macro-economic accounting
– Development of economic indicators
– Main areas of macro-economics
– Societal and demographic framework for entrepreneurial activities
– The role of law in regulating interaction in society and as a location factor
– Public law: guarantee of freedom and a reliable legal framework
– Forms of civil law relevant to entrepreneurial activities. e.g.:
  – Basic principles of sales contracts
  – Basic principles of contracts for work and labour
  – Basic principles of company law
  – Basic principles of trade law
  – Basic principles of labour law
– Comparison of different legal cultures and forms of cross-border business ventures
– PESTEL analysis
Introduction to Scientific Research Methods

Duration: 2 Semesters

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

– Appropriately apply methods and work techniques of empirical research and adequately implement qualitative and quantitative methods of analysis (e.g. frequency distributions, measures of central tendency, variance and association, correlation between two variables, linear regression)
– Understand and describe different approaches to the philosophy of science and epistemology; explain the relationship between the philosophy of science and standards of academic research in the management, economic and social sciences
– Prepare texts, graphs, spreadsheets and presentations using standard software; thereby, be able to communicate in an academically suitable manner as well as convincingly present results

Content of the module

– The philosophy of science and epistemology
– Diverse methods of academic inquiry (scientific interest, research question, theories, hypotheses, methods, inter-textual discourse, literature research)
– Diverse methods of empirical social research, including the basic statistical principles that support quantitative methodologies
– The foundations of descriptive and inferential statistics
– The standards of scientific communication (e.g. norms of citation and bibliography)
– Different techniques for learning and carrying out academic work
**Global Economy**

Duration: 1 Semester

*Qualification objectives of the module*

Students who have successfully participated in this module will be able to:

- Present an introduction to the history of commerce and trade
- Discuss the most basic concepts that define international business
- Present the theories and models that facilitate the analysis of international economic activity
- Describe the environmental factors, major institutions and basic regulations that affect the organizational type and strategy, as well as the processes involved in doing business abroad
- Denominate and present the processes of globalization and internationalization from an interdisciplinary perspective, and the implications of each for firms and managers

*Content of the module*

- Brief History of Commerce and Trade
- Introduction to Economic Theory
- Globalisation and Internationalisation
- Fundamental Aspects of Currencies and Exchange rate Systems
- Basic International Trade Regulation and Law
- Relationship of cultural Factors and Corporate Responsibility on IB
- International Actors: States, Companies and Multinationals
- International Business Strategy
- International Business Operative Functions
- Examples of Companies and Countries from all continents, in particular with respect to how their profile affects the ability to compete.
Cultural Studies

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Identify the cultural fundament of political, social and economic practice.
- Recognize the polysemy of the term culture and classify its various definitions according to their respective viewpoint (narrow, extended closed, open) and their ascription to a discipline (e.g. cultural anthropology, economy, sociology, cultural geography).
- Applying postmodern theory (identity, critical theory), describe culture as a social construct.
- Critically reflect on their own culture from the point of view of economic geography and cultural anthropology.
- Apply methods of cultural analysis (e.g. symbolic meanings, rituals, myths, vision, style),
- Illustrate and reconstruct elements of the own culture from a socio-historic perspective

Content of the module

- Variants of the term culture
- Cultural theory: models and disciplines
- Central concepts related to culture (liveworld (lebenswelt), value system, cohesion, liquidity, fuzziness, collective memory, identity)
- Critical reflection on own cultural history
Kulturstudien

Dauer: 1 Semester

Qualifikationsziele des Moduls

Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,

– Die Kulturgebundenheit der Managementpraxis zu erkennen und zu operationalisieren,
– Die Vielfältigkeit des Kulturbegriffs zu erkennen und seine verschiedenen Definitionen in Hinblick auf die Ausrichtung des Begriffs (z.B. erweitert, offen, geschlossen) sowie auf die ausgehende Disziplin (z.B. Wirtschaftswissenschaften, Kulturanthropologie, Sozialwissenschaften) zu klassifizieren,
– Kultur im Sinne der postmodernen Soziologie (Identitätsbegriff, Ideologiekritik) als gesellschaftliches Konstrukt darzustellen,
– Die eigene Kultur aus wirtschaftsgeographischer und kulturanthropologischer Sicht kritisch zu reflektieren und Methoden der Kulturanalyse für betriebswirtschaftliche Fragestellungen anzuwenden (Symbolik, Ritualisierungen, Mythen, Visionen, Stile u.a.),
– Komponenten der eigenen Kultur (Zivilisation, Religion, Ethik, Gedächtnis, Identität u.a.) vor dem sozial-historischen Hintergrund zu rekonstruieren.

Inhalt des Moduls

– Varianten des Kulturbegriffs
– Kulturtheorie und Disziplinen
– Grundbegriffe von Kultur und Kommunikation (Lebenswelt, Wertesystem, Kohäsion, liquidity, fuzzyness, Gedächtnis, Identität)
– Kritische Reflektionen zur eigenen Kulturgeschichte Kulturbeschreibung und -analyse: makro-, mikro- und mesoanalytische Ansätze
Einführung in das Internationale Marketing

Dauer: 1 Semester

Qualifikationsziele des Moduls

Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,

- Aufgabenfelder und Berufsbilder im Marketing zu beschreiben
- Den Gegenstand des Marketing sowie die grundlegenden theoretischen Konstrukte und Zusammenhänge zu definieren,
- Die wesentlichen Entwicklungen in Marketingtheorie und Marketingpraxis zu diskutieren, insbesondere
  ▪ Marketing-Konzepte von der Absatzsteigerung über marktorientierte Unternehmensführung bis hin zum „Generic Concept“,
  ▪ die in der Marketingwissenschaft häufig verwendeten Theorieansätze
- Allgemeine, internationale und interkulturelle Spezifika anhand von Fallbeispielen zu erkennen und zu beschreiben,
- den integrativen Zusammenhang des Studiengangs wiederzugeben und zu interpretieren

Inhalt des Moduls

- Marketing als Funktion und Institution
- Institutionen, Rollen und Aufgaben im Marketing Management und verwandte Berufsfelder
- Abgrenzung von Marketing, Marketing Management, marktorientierter Unternehmensführung
- Akteure im Marketing
- Aufbau, Funktionen und Typologisierung von Märkten)
- Marketing Mix:
  ▪ Produkte und Dienstleistungen
  ▪ Kommunikation
  ▪ Wert und Preis
  ▪ Distribution
- Marken
- Marktorientierte Unternehmensführung (Marketingmanagement)
- Kerngebiete des Marketing
  ▪ strategisch
  ▪ operativ (Marketinginstrumente)
  ▪ Markt- / Marketingforschung
  ▪ und ihr Zusammenhang
- Grundzüge und Impulse wesentlicher in der Marketingwissenschaft verwendeten Theorieansätze: Systemtheorie, Entscheidungstheorie, Verhaltenswissenschaften und Neue Institutionenökonomie
- Perspektivenwechsel sowie Gemeinsamkeiten und Unterschiede zwischen „generellem“ und „internationalem Marketing“ sowie „interkulturellem Marketing“
- Vermittlung des integrativen Zusammenhangs des Studiengang
- Anwendungsfelder des Marketing insbesondere Industriegüter-, Handels-, Dienstleistungs- und internationales Marketing, Non-Profit-Marketing
Einführung in das Internationale Tourismusmanagement

Dauer: 1 Semester

Qualifikationsziele des Moduls

Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,

– Tourismus-Phänomene und ihre Verbindungen mit sozialen, ökonomischen, psychologischen, kulturellen und politischen Arenen sowie deren Manifestierung in nationalen und internationalen Kontexten bestimmen und erklären zu können
– Sich die soziologischen, anthropologischen und geografischen Grundlagen von Tourismus bewusst zu machen und diese auf wirtschaftliche Umfelder zu beziehen
– Sowie die ganze Bandbreite und Bedeutung zu erschließen, die das Fachgebiet hat, wenn man institutionelle Prozesse, Unternehmenskulturen, Wirkungen des Tourismus und die touristischen Erfahrungen berücksichtigt

Inhalt des Moduls

– Phänomenologie des Tourismus und der Mobilität(en)
– Rahmenbedingungen, Planung und Innovation von Tourismus im öffentlichen Sektor
– Organisationskulturen im Gastgewerbe
– Methodische Grundlagen und Erkenntnistheorie des Tourismus
– Destinationen und Vorstellungswelten (Imaginäre)
– Ökonomie und Ökologie
– (Ausführung) von Kulturen und Identitäten
Einführung in Theorie und Praxis des Internationalen Eventmanagements

Dauer: 1 Semester

Qualifikationsziele des Moduls

Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,

– Die Eventbranche zu definieren, in einen soziokulturellen Kontext einzuordnen, hinsichtlich ihrer unterschiedlichen Facetten und Perspektiven zu beschreiben und gegenüber anderen Dienstleistungsbranchen abzugrenzen,
– Relevante Journals und Fachzeitschriften hinsichtlich ihrer Zielgruppen, inhaltlichen Ausrichtung, Erscheinungsmodi etc. zu beschreiben,
– Die quantitativen und qualitativen Dimensionen des Gesamtsystems „Eventwirtschaft“ und der verschiedenen Subsysteme darzustellen und zu diskutieren (Rekurs auf systemtheoretische Perspektive),
– Am Beispiel eines realen Fallbeispiels die in der Branche angewandten Methoden und Instrumente feststellen und einordnen zu können,
– Den Stand der Theoriebildung und wissenschaftlichen Auseinandersetzung mit aktuellen Themen der Eventwirtschaft zu erkennen

Inhalt des Moduls

– Einordnung des Fachgebiets Eventmanagement als wissenschaftliche Disziplin (Forschungsstand, Fachliteratur etc.)
– Vorstellung relevanter Journals und Fachzeitschriften hinsichtlich ihrer Zielgruppen, inhaltlichen Ausrichtung, Erscheinungsmodi etc.
– Einordnung der Eventwirtschaft in generelle wirtschaftliche und sozialwissenschaftliche Disziplinen (Bezug zur Betriebswirtschaft, Volkswirtschaft, Sozialwissenschaften etc.)
– Charakteristika und Strukturen der Eventwirtschaft in der Praxis
– Inhaltliche Dimensionen der Eventwirtschaft im Überblick (Hardware, Software, Wirtschaftlichkeit (Wertschöpfungskette etc.), Organisation, Akteure und Netzwerke)
– Analyse und Bewertung ausgewählter Praxisbeispiele unter Hinweis auf gängige Methoden und Instrumente
Einführung in das Kunst- und Kulturmanagement

Dauer: 1 Semester

Qualifikationsziele des Moduls

Studenten, die dieses Modul erfolgreich absolviert haben, sind in der Lage

- Die historische Entwicklung des Feldes 'Kulturmanagement' und wichtige Akteure und Tätigkeitsbereiche im Spannungsverhältnis zwischen Kunst und Ökonomie und dessen gesellschaftlich-ethischen Implikationen zu beschreiben,
- Die grundlegenden kulturpolitischen, rechtlichen und gesellschaftlichen Rahmenbedingungen des Kulturmanagements zu erklären,
- die eigenen Studienziele und die persönliche Motivation für eine Tätigkeit im Kunst- und Kulturbereich zu reflektieren

Inhalt des Moduls

- Einführung in die Geschichte des Kulturmanagements und damit verbundene Debatten
- Einführung in Keywords und zentrale Konzepte des internationalen Kulturmanagements
- Überblick über kulturpolitische, rechtliche und gesellschaftliche Rahmenbedingungen für Kunst und Kultur in Deutschland
- Überblick über die Kultursparten und -institutionen sowie zentrale Managementfelder (z.B. Fundraising, Vermittlung, Marketing, Führung)
Einführung in das internationale Medienmanagement

Dauer: 1 Semester

Qualifikationsziele des Moduls

Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,

– Die Grundbegriffe des Medienmanagements und die Ausformungen medialer Kulturen zu definieren,
– Entwicklungen medialer Prozesse im Hinblick auf historische, gesellschaftliche, kulturelle, technische und wirtschaftliche Veränderungen aus nationaler und internationaler Perspektive zu beschreiben,
– Zentrale Gegenstandsberiche und Fragestellungen der Medien- und Kommunikationswissenschaften zu definieren,
– Die wichtigsten Modelle, Konzepte und Theorien der Kommunikations- und Medienwissenschaften zu beschreiben und zu unterscheiden,
– Zentrale Funktionen des Medienmanagements in Unternehmen und öffentlich-rechtlichen bzw. privaten Medienhäusern zu erläutern und deren Beziehung zu organisatorischen Prozessen, fachverwandten Disziplinen und gesellschaftlichen Subsystemen zu beschreiben,
– Die Bedeutung, Merkmale und Besonderheiten von Medien als komplexe Systeme in Wirtschaft und Gesellschaft zu erläutern und die gegenseitigen Abhängigkeiten und Wechselwirkungen aus nationaler und internationaler Sicht einzuordnen,
– Zur gesellschaftlichen Verantwortung der Medien Stellung zu nehmen und diese auf interkulturelle Faktoren, eigenes Handeln und rechtliche Rahmenbedingungen zu beziehen

Inhalt des Moduls

– Grundbegriffe und Aufgaben des Medienmanagements aus nationaler und internationaler Perspektive
– Interdisziplinäre Kommunikations- und Medientheorien
– Theoretische und praktische Grundlagen medialer Systeme in Wirtschaft, Gesellschaft und Kultur
– Rolle der Medien im Spannungsfeld von Wirtschaft, Gesellschaft und Kultur
– Medienethik und medienrechtliche Thematiken
Introduction to International Relations

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

– Describe the evolution of the modern states system and the transition from international to global society as context for the discipline IR
– Explain and discuss the development of International Relations
– Demonstrate an understanding of the major theories, concepts and debates in the discipline of International Relations and appreciate the strengths and weaknesses of the different approaches
– Demonstrate critical understanding of both the philosophical and practical issues, which have underpinned the study, and practice of International Relations
– Apply exemplarily IR theory to a number of practical issues

Content of the module

– Theory and the Study of International Relations
– Idealism, Liberalism and Global World Order
– Classical Realism – War and the use of Force
– Neorealism – Explaining Superpower Dominance
– The English School and International Society
– Marxism and Critical Theory – The Global Economy
– Gender, Feminism(s) and Masculinities in the study of International Relations
– Green Approaches
– Poststructuralism and Postmodernism
– Constructivism
– Cosmopolitanism. Case Studies (Theories in Practice)
– Global Justice and the State
– Foreign Policy, Diplomacy and War
– International Political Economy
– Terrorism
– Environment and Sustainability
– International Law and Humanitarian Intervention
– Institutions and Regimes
International Organizations

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Describe historical trends in the development of the existing global institutional framework
- Identify the key features, roles and responsibilities of different International Organisations
- Illustrate the role of state and non-state actors
- Explain the internal and external dynamics of international organisations in a changing global environment
- Distinguish major global challenges related to institutional integration

Content of the module

- Theory and History of International Organizations
- Policy-Making in International Organizations
- Activities of International Organizations
- United Nations I: Goals, Charter, Organs, Organization
- United Nations II: Security Council
- European Union, Council of Europe
- ASEAN
- Arab League
- WTO, IMF & World Bank
- ILO, WHO, WIPO, WFP, UNESCO, UNICEF, IOM, etc.
- OECD, OPEC
- NATO, OSCE
- International Court of Justice & International Criminal Court
- International Non-Governmental Organizations
Introduction to Philosophy

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Distinguish different systems and sub-disciplines of philosophy and describe the key questions and concepts from each of the main areas, i.e. Logic, Metaphysics/Ontology, Epistemology, Philosophy of Knowledge and Science, Philosophy of Language, Philosophy of Mind, Ethics, Political Philosophy and Aesthetics
- Reason, i.e., reflect and express philosophical ideas and argumentations in an organized and logical consistent way, and examine and evaluate arguments and their representation
- Discuss and analyse philosophical questions and issues or positions like scepticism, free will, personal identity, realism vs. antirealism, the mind/body problem, utilitarianism vs. deontology, ethical obligations, moral relativism vs. universalism, justice, practical wisdom
- Critically evaluate major contributions to the history of philosophy and contemporary philosophy

Content of the module

- What is Philosophy
- History of Philosophy
- Philosophical Reasoning
- Argumentation
- Logic
- Metaphysics/Ontology
- Epistemology, Philosophy of Knowledge and Science
- Philosophy of Language
- Philosophy of Mind
- Ethics and Moral Philosophy
- Political Philosophy
- Aesthetics
- Analytical Philosophy
- Continental Philosophy
Introduction in Political Science

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Distinguish various sub-disciplines and approaches in political science, e.g. comparative politics, governance, political theory, international relations
- Comparatively analyse political processes (e.g. democratization, transformation, revolution, social movements), institutions (legislative, executive, judicial), actors (e.g. political parties, interest groups, the media) and issues/agendas of political debate and differentiate between types of political, governmental and electoral regimes
- Contrast important political ideologies, (e.g. liberalism, conservatism, socialism, Marxism, feminism) and ideas (e.g. about democracy, state, power, justice, rights), construct and evaluate different interpretations and apply conceptual approaches to various political contexts
- Identify the strengths and limitations of different international relation theories and describe the basics of the contemporary international system
- Describe the major theoretical and methodological approaches in the field of political science and apply (empirical) research methods in the field of modern political science

Content of the module

- Differentiation between politics and political science
- Political power
- Comparative Politics
- Political Institutions
- Political Actors
- Governance
- The State
- Elections and voting
- Political Theory: Overview of Ideologies and Ideas
- Political Processes
- Socio-cultural Structure of Politics
- International Relations and the Contemporary International System
- Theoretical and Methodological Research Approaches
- Empirical Research Methods in Political Science
Academic Writing

Duration: 1 Semester

This course is for C1 level students who wish to improve their academic English skills. It is an integrated skills course, which means that students who participate in the course will develop their skills of reading, writing, listening and speaking in an academic context. The topics and texts are for students of all disciplines and the course teaches language and skills that will be of use to students working in all subjects.
German Culture

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Describe some of the basic aspects of German history and culture,
- Denominate and use some concepts of the theory of culture,
- Understand the social and cultural basis of business activities in the German speaking region and assess it for their own business activity
- Discuss alternatives for business activity (market entry) taking into account the German context and make suggestions,
- Formulate business development and marketing perspectives for the German speaking region, relating it specifically to their own program (e.g. inbound and outbound tourism, trade fair activities, marketing and media landscape, typical cultural institutions in the country etc.); these perspectives are the subject of the student assignment with instructor guidance.

Content of the module

- The main features of integrated civilisation and culture
- History
- Demography and stereotypes
- Socio-economic society structures
- Current economy and politics
- Composition and dynamics of the market and its media
- Case studies on representative companies
- International aspects of business activities in the German speaking region, as well as market and demand requirements,
- Strategies for business activities
Resources: Financial Resources, Human Resources, Organization

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Execute strategy based through a management process where they
  - Assess
  - Select
  - Recruit/procure
  - Organize
  - Allocate &
  - Develop financial and human resources,
- Manage resources in a purposeful way in the context of varying conditions ("constraints"), strategies and conflict situations ("tensions"),
- Apply different methods of researching and making decisions regarding the procurement measures required in a company,
- Describe the tasks and instruments of financial management (financial consequences of productivity-based decisions, alternative forms of financing, short and long-term financial and liquidity planning, capital expenditure budgeting including its mathematical principles),
- Understand the role of human resource management within the context of general management, explain and critically question the most important structures and processes of HRM and apply selected methods and tools of personnel management,
- Analyse the composition of the organization and its formal structure, interpret the objectives and conditions of structuring an organization and assess organization structures with a view to the situation and cultural context.

Content of the module

- Differentiation between the factors work 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 (systematisation 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
German Business Culture

Duration: 1 Semester

Qualification objectives of the module

Chapter one

- Chapter one is about foundations concerning business culture, circumstances and challenges
- The first chapter contains also the German Business Culture in former times and nowadays, especially Sustainable Corporate Governance with focus on social, economic and ecological aspects of doing business and the normative, strategic and operative implementation

Chapter two

- Part two focuses a special kind emerging of German Business Culture: The Hidden Champions
- It is about the meaning of Hidden Champions, who Hidden Champions are and where they come from
- Furthermore part two investigates why Hidden Champions are successful, how they differ from large firms and what others can learn from them

Content of the module

Students who have successfully participated in this module will be able to:

- Explain foundations of business culture
- Analyse circumstances and challenges that are relevant for former changes of German Business Culture
- Describe and compare German Business Culture in former times and nowadays
- Understand the shift in German Business Culture to a more Sustainable Corporate Governance with focus on social, economic and ecological aspects of doing business - describe normative, strategic and operative aspects
- Describe the meaning of Hidden Champions
- Explain who Hidden Champions are and where they come from
- Understand why Hidden Champions are successful and how they differ from large firms
- Comprehend what others can learn from them
Introductory Company Project

Duration: 1 Semester

Qualification objectives of the module

In teams of 5-6 participants, the students find a project (from a pool of external projects), plan it autonomously and implement it as far as it is feasible, 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.

Students who have successfully participated in this module will be able to:

- To develop a project idea and alternative approaches using selected creative techniques,
- To plan a project, carry it out and supervise it using appropriate methods, present it in its various steps, including the following:
  - Formulate a project brief
  - Describe and assume the roles in a project team
  - Draw up a project structure plan and a milestones plan
  - Draw up a Gantt chart or a similar tool
  - Plan and allocate resources using objective, time-related and budgetary criteria
  - Draw up and present a project report and other reports (progress report, change request, meeting minutes etc.)
  - Implement specific controlling instruments

The students are also able to work in teams and recognise the opportunities and problems that arise from teamwork. They are also able to find ways out of a crisis and solve conflicts. The project also gives them experience in collaboration based on the division of labour.

Content of the module

- Introduction to the concept of the module
- Historical outline and its role in a corporate context
- Development, formulation and evaluation of a project idea and alternative approaches using selected creativity techniques
- Project management starting with the project brief and concluding with the presentation of the results
- Definition of the project objective
- Formulation of the project brief
- Composition of a project team
- Draw up a project structure plan and a milestones plan
- Draw up Gantt charts or use a similar tool
- Plan and allocate resources using objective, time-related and budgetary criteria and find alternatives
- Time buffer and uncertainty, critical path
– Reporting and controlling instruments: progress report, change request, meeting minutes etc.
– Implement controlling instruments
– Overview of the architecture and application of selected project tools
– Teambuilding, communication in a project, conflict management and crisis management
– Revision and critical analysis
Intercultural Study Project

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Present the characteristics of intercultural competence, how it is linked to the development of individuals, which questions arise from this perspective,
- Set up of a project management charter, including a Gantt chart of the workflow, work breakdown structure and list of activities,
- Develop a related questionnaire for a survey (or semi-conducted interviews), data collection and preparation, sample of about 15-20 international students stemming from different regions of the world,
- Analyze some exemplary cases and give a general overview of the frictions and tension in the dynamics of intercultural competence,
- Resume their findings in a persuasive presentation including a written handout with the details of the research and its results.

Content of the module

- Introduction of project management.
- Basic aspects of intercultural competence and its conceptualization, by using list models, and processual models.
- Basic aspects of qualitative and quantitative research for the conduction of a sound survey.
- Training of the redaction of findings and summarizing the results of the analytic work by assessing the conceptualization of the outcomes of the survey and reflection of the impact that these may have on the underlying theory.
Area Studies

Duration: 1 Semester

**Qualification objectives of the module**

Students who have successfully participated in this module will be able to:

- Describe the mutual influence of global processes and local developments,
- Understand the social and cultural basis of business activities in the relevant cultural area of the host country and assess it for their own business activity,
- Discuss alternatives for business activity (market entry) taking into account the context (economic data on the region) and make suggestions,
- Formulate business development and marketing perspectives for the target region, relating it specifically to their own programme (e.g. inbound and outbound tourism, trade fair activities, marketing and media landscape, typical cultural institutions in the country etc.); these perspectives are the subject of the student assignment with instructor guidance.

**Content of the module**

- Global dynamics (politics, society and population, economics, ethics, etc.) and their crystallization in local processes
- The main features of integrated civilisation and culture
- Demography and regional stereotypes
- Socio-economic society structures
- Current economy and politics
- Composition and dynamics of the market and its media
- Case studies on representative companies
- International aspects of business activities in the host country, as well as market and demand requirements, in particular as regards exchanges between the host and home country
- Strategies for business activity in the target area

The module consists of a general and a culture-specific part, for which students can choose two to three of the following options:

- Latin American studies
- Anglo-American studies
- Arabic studies
- East /South-East Asian studies.
Managing Operations Globally

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

– Assess the importance of the operations management function for organizations to remain competitive in today’s global business environment
– Employ appropriate operation management frameworks, concepts, methods, tools and techniques for analysis, decision-making and implementation of operations and logistics in a national and international context
– Comprehend the complexities involved in global sourcing and logistics, to recognise sustainability issues in operations and to integrate sustainable operations into the key activities of operations strategy
– Evaluate supply chains from a sustainability point of view and to apply interdisciplinary methodologies designed to reduce the environmental impact during a life-cycle

Content of the module

– Introduction to operation management
– Basic definitions of terms used in operations management
– Concepts involved in designing and managing business operations of goods and services
– Fundamental tools and techniques for analyzing operations, including demand forecasting, process management, capacity planning, inventory management
– Quality control, Supply Chain Mgmt., Logistic Network Design, JIT, Lean and Six-Sigma
– Resources and Capabilities for Sustainable Operations Strategy
– Design for the Environment and Remanufacturing
– Sustainable Logistics and Supply Chain Management
– Closed-Loop Supply Chains
– Eco-Efficiency, Metrics, Indicators
Intercultural Business Communication

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

– Differentiate between the different levels of coding (e.g. degree of formality) and different sub-systems (e.g. verbal, non-verbal) used in communication and negotiation as well as implement them during a business interaction,
– Identify and assess the ways in which intercultural difficulties as well as synergies arise in communication,
– Recognize culturally specific management and organizational styles in a cross-cultural interaction, demonstrate empathy and take these into account in their own communicative actions,
– Conceptually differentiate interculturality from multiculturality and transculturality,
– Apply synergy-oriented strategies to intercultural team-building processes and
– Cooperatively manage knowledge and communication in the context of intercultural organizations.

Content of the module

– Fundamentals of intercultural communication (interaction, perception, image, otherness)
– Linguistics, semiotics and intercultural business communication
– Culturally specific business and management styles
– Intercultural team building, knowledge management and business organization
International Marketing Strategy

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Explain the process of strategic marketing in an international business environment and link it to applicable marketing instruments
- Evaluate the information requirements as relevant to strategic analysis and
- Analyse which alternative marketing strategies can be chosen to achieve an organisation’s objectives (competitive advantages, competitive strategies),
- Apply selected strategic methods and procedures explicitly in the context of the international strategic marketing process,
- Explain how to segment and select target markets (segmenting and targeting)
- How positioning on target markets works and how brand strategies sustain this positioning (Performance-to-Market)
- Explain the necessary organisational requirements and adaptations in the context of strategic implementation and control,
- Describe the means of internationalisation and including standardization and localization,
- Pinpoint the link between marketing strategy and strategy execution, especially marketing instruments and operations
- Exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/cases.

Content of the module

- Setting the learning outcomes of the module STRA into the marketing context (widening/deepening the previous topics),
  - Challenging Market-based and resource/asset based views on marketing strategy
  - Applying strategic analysis (external, incl. segmentation, internal)
  - Strategic intent, mission, goals and objectives
  - Strategy formulation, strategic alternatives, implementation and control
  - Strategic Content (also connected to Brand Strategy)
  - Organisational aspects of strategic implementation and strategic control
  - Applying an instrumental view on marketing strategy
  - Legal aspects (e.g. competition law, patent law)
- Information requirements as relevant to strategic analysis as well as analysis and selection of alternative marketing strategies to achieve an organisation’s objectives (competitive advantages, competitive strategies)
- Cultural, political and legal environment of foreign markets in external analysis
- Decision whether to internationalise:
  - Motivation for internationalisation
  - Initiation of internationalisation
  - Assessment of international competitiveness
  - Setting priorities (such as regions or specific segments)
– Process from market selection via market entry and development to marketing program and foreign divestment, including among other topics:
  ▪ potential market assessment
  ▪ intended strategic market position
  ▪ market entry strategies
– Segmentation and selection of target markets (segmenting and targeting)
– Positioning and sustaining positions on target markets (Performance-to-Market)
– Strategic opportunities and challenges of globalisation respectively localization
– Linking marketing strategy and (instrumental/operational) execution
– Exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/cases
Marketing Intelligence, Implementation and Controlling

Duration: 1 Semester

**Qualification objectives of the module**

Students who have successfully participated in this module will be able to:

- Describe application areas, goals, organization, sources, and methods of the marketing intelligence process
- Trace, analyze, forecast and interpret behavior of customers and other entities relevant to marketing
- Display the requirements of a successful implementation of marketing programs as well as marketing-specific project management methods and tools, especially in the fields of steering, management, implementation and controls
- Apply selected methods and tools for strategic and operational marketing controls
- Measure and compare outcomes of marketing programs
- Evaluate "hard" and "soft" interventions and apply selected facilitation techniques

**Content of the module**

- Marketing Intelligence principles, concepts and tools
- MI application areas, goals, organization, sources, and methods of the marketing intelligence process
- Trace, analyze, forecast and interpret behavior of customers and other entities relevant to marketing
- Ethical questions of marketing intelligence (data grabbing and mining)
- Marketing-specific project management methods and tools, planning, steering, management, implementation and controls
- Selected methods and tools for strategic and operational marketing controls
- measure and compare outcomes of marketing programs
- "Hard" and "soft" interventions and apply selected facilitation techniques (Marketing Plans, Marketing Budgets, KPIs in Marketing, Reviews, Interventions)
Tourism Geographies

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Explain the role of space and place using cultural, geographical and anthropological lenses to explore the social construction of tourism in globalization, development and mobilities
- Demonstrate how spaces are shaped from various human and physical perspectives through the diversity of tourism practices at local, regional, national and international level
- Investigate planned and spontaneous landscapes to understand the consumptive spaces of tourism as well as reflexivity in consumption within particular social relations
- Analyse differing socio-economic, environmental and cultural impacts of tourism on a destination and review the creation of new tourist geographies in social, technological, economic and political arenas

Content of the module

- Methodological considerations in tourist destinations
- Tourism flows and its implications in development
- Tourism as mobilities and performance
- Media Images, representation and tourism
- Impacts of tourism and their implications for local geographies
Strategic Planning and Destination Development

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Situate the roles of strategic planning and destination development in wider contexts such as competitiveness, authenticity and identity in tourism
- Identify problems and stakeholders in the development of international tourism as well as critically assess tourism under consideration of market principles
- Discuss the strategic marketing process and its influence on operational marketing for different companies in the tourist business
- Employ real life case studies to understand the functioning of DMOs and branding imperatives

Content of the module

- International policy guidelines for tourism planning and their impact on smaller-scale actors
- Role of destination management and marketing
- Power conflicts in planning and development: Social construction of realities vs policy and implementation
- Considerations in tourism planning and sustainability in the tourism imperative
- Case studies on strategies and strategic processes of companies in the tourist business and destinations
- Niche markets in the tourist sector
Sustainable Events Development and Design

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Define events as products and differentiate between different types of events in the international events industry (e.g. trade shows and expositions, meetings and conventions, cultural and sports events, etc.)
- Develop sustainable events concepts by applying product management strategies and taking into account various cultural, social and political contexts
- Systematically analyse events as products by applying tools such as gap-analysis, product life-cycle, portfolio-analysis, ABC-analysis, break-even-analysis and SWOT-analysis
- Evaluate the secondary economic impact of events

Content of the module

- Types of events and their respective typical features
- Event concepts in different cultural, social and political contexts
- Events as products: product development strategies, events’ concept development and design
- Players involved in production of events and their interaction and collaboration forms (preferred partnership, contract negotiation etc.)
- Value chain of different types of events
- Primary and secondary economic impact estimation of events
- International hallmark events as products
- Case studies and evaluations
Events Marketing and (Re-)Positioning

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

– Explain principles of services marketing
– Differentiate between various service providers in the events industry (catering, event agencies, technical service providers, etc.) and understand their respective context
– Promote and position events on competitive markets
– Modify events and their service components according to changing market requirements and adapt them to international target markets
– Integrate services into the design of an event as product (single event) or series of products (series of events)
– Apply teamwork and collaboration skills

Content of the module

– Specifics of services as opposed to products
– Events as “service products”
– Understanding of service resp. event marketing in its theoretical context (e.g. according to the neo-institutional or neo-behaviouristic paradigm)
– Operational services and event marketing (8-Ps approach)
– Positioning of events on target markets by referring to principles of services marketing
– Event marketing strategies and how they may change during an event’s lifecycle
– Brand-building with events, branding, emotional marketing, event marketing and entertainment marketing
Challenging Actors: Networks, Mediation, Dramaturgies

Duration: 1 Semester

*Qualification objectives of the module*

Students who have successfully participated in this module will be able to:

- Identify the complex actor networks in various arts and cultural fields
- Develop strategies to mediate between and/or integrate conflicting positions in complex artistic projects
- Apply research methods to analyse and evaluate complex artistic projects, the stakeholders and the dramaturgies of performances involved and their ethical implications

*Content of the module*

- Self-dramatization / role theory, acting theories, Actor Network Theory
- Actors and roles in national and international cultural institutions and projects
- Systemic approaches for communication and mediation in complex projects
- Miniature research project on current challenges for exemplary actors in the artistic and cultural field
Cultural Policy, Financing and Law

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Debate current issues and challenges in cultural policy in Germany and beyond,
- Evaluate the different forms of financing for arts and culture (public/state; private financing, sponsoring, fundraising, foundations) and to compare international practices and their social, cultural and ethical implications
- Summarize the basic regulatory framework of arts management and assess the basic legal organization forms and legal instruments in the artistic and cultural field

Content of the module

- Current debates in national and international cultural policy
- Culture law: case studies in the artistic and cultural field (e.g. contract law, labour legislation, intellectual property rights, artists’ social security)
- Fundamentals of financing in the culture industry, regional and state support of culture, cross-national financing (EU and UNESCO funded projects), sponsoring, foundations, fundraising
Energy Industry Management

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Explain the specifics in the value chain of energy supply and future development trends
- Position various actors along the value chain, assess their communication and interdependencies
- Describe the changing market requirements on national and international target markets
- Differentiate between various energy products and services and evaluate their economic and ecological potential
- Describe different operations in the energy industry

Content of the module

Generation:
- Describe the production process principles
- Differentiate between decentralized and centralized energy
- Discuss potential technological developments
- Understand composition of generation costs
- Understand investment decisions and describe the current dilemma in Germany
- Understand the capacity planning model and interdependencies to the Merit-Order-Concept

Gross Sales & Trading
- Understand the interdependencies between energy trading and energy products
- Understand the differences between physical and monetary flows
- Describe different trading products
- Describe the different players on the market
- Discuss regulatory framework for new market design

Networks:
- Describe the network system
- Discuss emerging technologies
- Understand the main operation principles
- Explain the discussion on new investments in networks
- Discuss the incentive based regulation

Storage:
- Understand the need for storage
- Describe different current storage options
- Discuss emerging technologies: Power to Gas, Electrical Vehicles
Energy Efficiency

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Explain the contribution of energy efficiency to sustainable development
- Discuss national implementation strategies for energy efficiency and identify current challenges of their realization, e.g. rebound effects energy consumption and their behavioural dependencies
- Describe the concept of demand side management as regards industrial customers, SMEs and households and public buildings, taking into account international benchmarks
- Position market services on competitive markets from the point of view of a service provider, modify them according to changing market requirements and adapt them to international target markets apply teamwork and collaboration skills

Content of the module

- Energy efficiency legal framework
- Overview on incentive policy (subsidies)
- Energy efficiency concepts, e.g. DSM on residential, industrial level
- Energy Management Directive
- Methods to evaluate Energy Efficiency potentials
- Barriers of diffusion of energy efficiency concepts: behavioural, social and financial aspects
- Rebound Effects
- Discussion on sustainable energy consumption
- Energy service potential assessment
- Specifics of services as opposed to products
- Examples of current services: Plant-Contracting, Energy Efficiency Contracting
**Media Concepts and Formats**

Duration: 1 Semester

**Qualification objectives of the module**

Students who have successfully participated in this module will be able to:

- Evaluate and interpret various media concepts, formats and end products appropriate to their position in various international program structures,
- Define and discuss different content strategies for different media forms,
- Understand the elements, dynamics and use of storytelling, dramaturgies and staging processes,
- Explain the elements of transmedia and multimedia storytelling,
- Locate different media formats regarding content and consumer behavior,
- Decode the knowledge from narratology and dramaturgy to organisational and promotional agendas,
- Indicate the context for media concepts with respect to international and intercultural differences and legal issues
- Apply qualitative and quantitative research methodology and visual analysis

**Content of the module**

- Media strategies and formats regarding their position in media cultures (TV, radio, film, print, digital and social media, 3D)
- Conceptual development of media strategies, formats and end products from national and international aspects
- Elements of dramaturgy and narratology (such as character, story/plot, setting, theme, style, form, genre, narrative, suspense, persuasion)
- Elements and attributes of transmedia and multimedia storytelling
- Fictional and nonfictional formats: time structuring, spatial arena design, dramatrical elements
- Self-dramatisation / role theory, acting theories (according to Goffman)
- Planning, organisation and management of media formats and productions in national and international contexts
Media Reception

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Discuss and apply the concepts and findings of media psychology
- Conceptualise the dynamic relationship between media influence, media effects and media impact as well as classify different theories on media reception
- Differentiate between linear (or causal) concepts of media influence or media effects (on passive recipients) and social-scientific concepts exploring the active choices, uses, interpretations and constructions made of media materials by their consumers on an individual basis (audience reception theory, reception analysis)
- Deal with specific ethical questions and apply their related principles and standards when addressing realistic dilemmas
- Debate major and conflicting principles of media law
- Deal with media reception and audiences in foreign countries based on their respective national context and culture and intercultural differences
- Apply qualitative and quantitative research methodology and visual analysis

Content of the module

- Media psychology
- Media influence
- Media effects
- Media impact
- Advertising evaluation
- Violence in media and society
- Media reception models and audience theories
- Reception analyses in Germany and foreign countries (e.g. stereotypes as part of media coverage and their impact on the media users)
- Media ethics
- Media law
- Media realities
- Social Media and Second Life
- 3D reception
Anthropology

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Explain key anthropological theory and concepts on the basis of various ethnographic and case study materials
- Critically reflect about cultural assumptions and about key questions and problems in studying the worlds of other people and one’s own
- Analyze the historical processes and colonial legacies that have shaped the discipline, interpret contemporary debates and issues in anthropological theory and ethnographic practice and value the practical and ethical implications of ethnographic fieldwork and social scientific research
- Apply ethnographic and qualitative research methodology to different phenomena (e.g. material artefacts, personhood, beliefs and religion, human rights, power, economy, language, media, art, sexuality, body, health, food, fashion, travelling etc.) and develop strategies for gathering, evaluating and presenting material and evidence
- Develop creative skills to imagine the social worlds of ‘others’ and one’s own in original ways and to formulate a research question from a social/cultural anthropology perspective

Content of the module

- The anthropological perspective
- Historical development and colonial legacies of anthropology
- Contemporary anthropology and challenges to ethnographic authority
- Key anthropological theory and concepts and current debates in anthropology
- Personhood and kinship
- Beliefs, religion, human rights
- Place, time and travelling
- Power and conflict
- Environment and economy
- Artefacts, objects, materials
- Consumption, fashion, food
- Language, media, art
- Sexuality, body, health
- Ethnographic fieldwork and analysis
Conflict Resolution

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Distinguish key concepts, approaches and developments in the field of conflict and conflict resolution from an interdisciplinary perspective
- Analyse and map foundations, sources and dynamics of various conflicts
- Investigate and evaluate different practices of conflict prevention, conflict resolution, conflict management, peace-keeping and peace-building processes and examine the role of states, individuals and humanitarian agencies
- Critically reflect major theories as well as the key challenges and debates around conflict and conflict resolution
- Appreciate conflicts as unavoidable, recognize the productive strength of conflicts, deal appropriately with various types of conflict and integrate ethical reasoning into their actions
- Apply negotiation techniques, moderation and dispute-solving methods and mediation tools to remedy conflicts and successfully guide negotiations in different settings

Content of the module:

- Theory of Conflict
- Theories of Conflict Resolution: Concepts, Frameworks and Definitions
- Origins, Foundations and Developments in the Discipline
- Character, Types and Causes of Conflict
- Approaches in Conflict Prevention
- Addressing and containing Violent Conflict
- Peacekeeping and Peacemaking
- Peace Agreements and Political Settlements
- Reconstruction, Reconciliation, Peacebuilding
- Tools, Skills and Bargaining in Negotiations
- Mediation, Negotiation, Arbitration, Collaborative Problem Solving, Peacekeeping Operations and 57 Third Parties
- Culture, Religion, Ethics in Conflict Resolution
- Media, Communication, Language, Discourse
- Globalization, World Politics, Cosmopolitan Conflict Resolution and the Tragedy of the Commons (e.g. in Environmental Issues)
Change and Innovation

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- analyze the socio-economic processes of change and the sociotechnical innovation processes from a general management perspective
- plan, structure and monitor corporate innovation processes and the processes of organizational change
- implement appropriate management tools depending on the situation in order to achieve innovation objectives and to shape organizational change

Content of the module

- Socio-technical and socio-economic drivers of innovation and change
- Business possibilities for shaping innovation and change, in particular the strategic and organizational integration of different innovation perspectives (e.g. product and process innovation with the innovation of distribution)
- Innovation and change as management task
- The basic methods of innovation and change management
- Business development
- Case studies
Globalization and Ethics

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

– Acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning ethics from a philosophical, economical, managerial and practical point of view
– Examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an understanding of ethical issues in different international and cultural contexts
– Explain and assess controversies and debates around globalisation and develop various perspectives of ethics in relation to issues of globalisation
– Examine classical theories of development and recent critical theories of 'post-development' and critically discuss mainstream discourses of 'poverty' and 'lack' as characterizing specific societies
– Appreciate ethical issues and dilemma and the influence these issues have on management decision making, behaviour, policies, and practices

Content of the module

– Introduction to Ethical Theory
– Concepts of Business Ethics (Homann, Ulrich, Wieland)
– Globalization Discourse
– Global Consumption Culture
– Network Economy
– Geopolitics
– Boundless Nature
– Transnationalism
– Actor-Network Theory
– Theories of Uneven Development
Sustainability and Ethics

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning business ethics from a philosophical, economical, managerial and practical point of view
- Examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an understanding of ethical issues in different international and cultural contexts
- Explain and assess controversies and debates around sustainability and develop various perspectives of ethics in relation to issues of sustainability
- Integrate economical, ecological and social sustainability and position themselves in topics like ethical/sustainable consumerism, the interdependency between capitalism, growth paradigms and the use of natural resources, post-growth and sharing economy
- Examine classical theories of development and recent critical theories of 'post-development' and critically discuss mainstream discourses of 'poverty' and 'lack' as characterizing specific societies
- Appreciate ethical issues and dilemma and the influence these issues have on management decision making, behaviour, policies, and practices

Content of the module

- Introduction to Ethical Theory
- Concepts of Business Ethics (Homann, Ulrich, Wieland)
- Sustainability Discourse
- Ethical/Sustainable Consumerism,
- Interdependency between Capitalism, Growth Paradigms and the Exploitation of Natural Resources,
- Post-Growth and Sharing Economy
- Theories of Uneven Development
Ethics in Practice

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

– Acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning business ethics from a philosophical, economical, managerial and practical point of view
– Examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an understanding of ethical issues in different international and cultural contexts
– Identify, analyze and critically reflect on concrete moral dilemmas and the role of an integral responsibility in organization and leadership practice
– Contextualize and differentiate dilemmas as distinct from puzzles, ambivalences, trade-offs, and paradoxes
– To understand causes, dynamics, processes and effects of (moral) dilemma
– Develop preventive measurements and ways for coping or strategies, for dealing with moral dilemmas and their consequences
– Handle ambiguities and think in terms of imperfect solutions for moral problems, and integrating pre- or rational dimensions, including empathy and intuition

Content of the module

– Introduction to Ethical Theory
– Concepts of Business Ethics (Homann, Ulrich, Wieland)
– Definitions, context & specifics of (moral) dilemmas in past and current organization and leadership practices
– Limitation of conventional rational-formal (ethical) approaches in economy and management
– Learning from examples of dilemmatic situations and cases, especially related to (strategic) decision-making
– Development, implications and consequences of (moral) dilemmas in organizational life-worlds and beyond
– Various integrated coping strategies and competencies required for dealing with (moral) dilemmas
– Proactive possibilities to avoid moral dilemmas
Entrepreneurship & Business Planning

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Describe the environment and nature of entrepreneurship, the profiles of practicing entrepreneurs and the development of creativity and innovation
- Analyze the process necessary to assess and launch new ventures
- Examine the growth and development of entrepreneurial ventures
- Address operational issues of marketing and law that affect preparation, planning and the operation of entrepreneurial start ups
- Review contemporary issues in the world of entrepreneurship.

The students will be able to appreciate that entrepreneurship is a cohesive process of creativity, risk-taking and planning. This course will adopt a multidisciplinary approach to the study and practice of entrepreneurship. Students will have the opportunity to examine the process of creating a new venture, the role of the entrepreneur and the factors that drive the entrepreneurial process.

Besides the assessment type students should also be able to deliver and to elaborate a business plan as basic part of this module. This practical approach leads the students to a reflected plan describing their business case or business idea.

Content of the module

- The nature of entrepreneurship
- The entrepreneur
- Creativity and innovation
- Strategic planning for new ventures
- Developing an effective business plan
- Assessment and evaluation of new ventures
- Structuring the new venture
- Financial considerations in the entrepreneurial environment
- Venture financing for entrepreneurs
- Marketing issues related to new ventures
- Legal and ethical issues related to emerging ventures
- Managing entrepreneurial growth and management succession
Cultures and Diversity

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Identify the variety of social expressions affecting marketing
- Decode and recognize other cultural contexts and find institutional arrangements with international participants in cross-cultural context
- Analyze the role of (sub-) cultural settings as levers for marketing strategies and operations
- Evaluate concepts on how to approach cultural differences with marketing means in a both standardized and differentiated manner
- Identify and systemize multi-diverse layering in society (super-diversity) for market ends

Content of the module

- Understanding the variety of social expressions affecting marketing (cases)
- Decode and recognize other cultural contexts and parameters of diversity in society
- Co-operative and institutional arrangements with international participants in cross-cultural contexts
- (Sub-) cultural settings as levers for marketing strategies and operations
- Evaluate concepts how to approach (sub ) cultural, regional or social differences in a both standardized and differentiated manner (standardization versus localization/differentiation)
- Applying current methods in culture and diversity research (case studies).
Marketing FutureLab

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Identify current and emerging issues in marketing science and practice including new markets and marketing opportunities, new technologies and media, new concepts and approaches
- Analyze the current impact of change in the social, economic and technical environment on marketing and vice versa the current impact of marketing on our social settings
- Evaluate relevant trends of international markets and, if applicable, transfer them to other markets and carve out opportunities for marketing innovation
- Work on research questions independently in an academic manner and assess current academic and business-related discussions
- Apply exploratory research methods and case study research to emerging marketing issues.

Content of the module

- Own research on current trends in business and marketing science
- Identify current and emerging issues in marketing based on current cases
- Best practice approaches versus disruptive practices
- An eclectic approach to marketing and management science (taking perspectives from sociology, psychology, linguistics, information science, and others)
- Exploratory research on current issues based on own case study research and evaluation
- Entrepreneurship and intrapreneurship in market-driven firms
- Discussion of case study outcomes and transfer to other market issues
Current Issues in the Service Industries: Research Colloquium

Duration: 1 Semester

Pre-requisite:

The respective "Current Issues" modules prepare Karlshochschule students for their thesis. Incoming students who would like to take a "Current Issue" module need to demonstrate advanced knowledge in the chosen specialization (tourism management, events management, media management or arts and cultural management).

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Identify and analyze current issues of the management of management service industries, taking into account ethical, social and ecological aspects in particular
- Critically analyze and evaluate an example of a current issue
- Identify and evaluate relevant trends in the industry
- Identify and evaluate relevant trends of international markets and, if relevant, transfer them to other markets
- Work on research questions independently in an academic manner and, as a result,
- Contribute towards developing theoretical approaches for the service industry in question

Content of the module

- Exemplary discussion of current issues in the fields of tourism, events, media, arts & cultural management (e.g. currently being discussed)
- Definition of a research question
- Evaluation of status of research and reading for the respective research question
- Development of appropriate scientific methodologies to operationalize the respective research questions
- Feedback and group discussion of the selected issues and the respective status of work from multiple academic perspectives
- Creation of ...
   ... an exposé
   ... a draft
   ... the final paper
International Aspects and Trends in Tourism / Events / Media / Arts and Cultural Management: Field Studies

Duration: 1 Semester

Pre-requisite:

Solid background in the respective field

Please note that costs for the field trips may occur.

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Evaluate relevant international dimensions of the service industries
- Decode and recognize other cultural contexts
- Apply interdisciplinary strategies and concepts for internationalization in practice
- Evaluate and contrast internationalization efforts as multidimensional, (inter)cultural and performative processes from diverse global and local perspectives
- Appraise the impact of ethics and social responsibility on international management activities
- Foster in-depth knowledge and understand phenomena/trends in international service industries

Content of the module

- Approaches and theories of internationalization in tourism, events, media and arts & cultural management
- Strategies and multidimensional (inter)cultural and performative concepts of internationalization and globalization
- Action plans, frameworks and identification of resources for internationalization efforts
- Ethnographic field studies as part of a qualitative research methodology
- Ethics and social responsibilities as part of international media management activities
- Designing internationalization projects and business ideas in relation to students' core competencies
Culture, Markets and Consumption

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

- To describe the economy as a cultural phenomenon.
- To understand markets as culturally shaped arenas (“markets are conversations”).
- To analyze and differentiate between consumption and consumer cultures, taking into account intercultural differences.
- To throw light on how people produce meaning with their consumption.
- To reflect on which strategies and measures organizations use to relate to this (marketing and brand management).
- To identify which actors (inter)act in these arenas and what their relationships are with each other.
- To effectively apply the “arena, actor, agenda” terms for the analysis of real contexts.

Content of the module

- Consumer culture theory
- Objects, exchange, interaction
- Signs, symbols, sense
- Subjects, society, capital
- The social construction of markets and arenas
- Material culture and consumer culture
- Consumer identity
- Liminal consumption
- Consumption as political and moral practice
- Identifying (hidden) agendas
Governance: Norms, Rules & Rituals

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

- To analyze and apply norms, rules, and rituals as management instruments.
- To describe how norms are institutionalized in the form of rules and rituals.
- To develop governance principles for different types of organizations.
- To explain the effect of norms, rules, and rituals on and in organizations and apply this understanding to their respective role as manager, employee, colleague, or consultant.
- To identify intercultural differences in the application and effect of norms, rules, and rituals.

Content of the module

- Institutions
- The emergence of norms and rules in social communities
- Evolution, Institutionalization and Diffusion of Norms
- Societal effects of norms
- Functions and limitations of normative governance
- Governance principles and adaptation
- Interpretative approaches to norms and rules
- Rituals: performance, orientation, interpretation
Strategic Practice

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

- To identify, analyze and critically reflect on concrete strategies for the construction and interaction of ventures with(in) their sociocultural environment as configuration of activities.
- To interpret and evaluate critically the ‘classics’ of strategy and apply them to generate approaches to current issues.
- To understand dynamics of strategies and to evaluate the relative strength of different strategic positions as a basis for decisions & actions, while examining possible conflicts.
- To develop and reflect own strategies (strategizing), taking into account its processing, practicing and effects.
- To deal with ambiguities and to think in terms of imperfect solutions for strategic problems, and integrating pre- and rational dimensions and competencies.

Content of the module

- Definition, context & contents of strategy
- Strategy work and processes and the role of the strategists
- Classical strategic thinkers, positions and designs
- Strategic practice(s) as creative action / performance (“Strategy-as-Practice”-approach)
- Dynamics of strategies, significance of cooperation
- Role of material and symbolic artifacts for strategizing
- Role of metaphors & narratives in strategy and strategizing
- Pre- and a-rational dimensions & competencies, including embodied and implicit knowing, intuition, emotions, imagination & dreams
Power and Conflict

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

- To reflect on power as a central component of social cooperation and organizational reality and as a leadership resource.
- To identify and stage power as a performative moment.
- To describe different modes of communication and stages of conflict escalation.
- To appreciate conflicts as unavoidable and to recognize the productive strength of conflicts.
- To identify sources of conflicts and avoid escalations.
- To deal appropriately with various types of conflict (6 generic conflict patterns).
- To apply negotiation techniques, moderation and dispute-solving methods and mediation tools to remedy conflicts and successfully guide business meetings and negotiations.
- To integrate ethical issues into their actions.

Content of the module

- Communication models relating to how conflicts emerge.
- Inter-personal conflicts.
- Phases of team formation, including the un-avoidability of conflict.
- Stages of conflict escalation (Glasl’s nine steps).
- Distortions of reality: the neurobiology of conflict.
- The importance of emotions: getting in contact with gut feelings.
- Personality types (Thomas-Kilman-Model).
- Patterns of conflict handling - causes and reasons for escalation.
- Fisher / Ury: “Getting to Yes” / “Prinicipled Negotiation”.
- Varga von Kibéd: “Tetralemma”.
- The science of persuasion.
- Typical power games.
- Restrictive vs. promotive control.
- French & Raven’s bases of power.
- Positional and personal power sources.
- Sources of power & influence.
- Caldini’s science of persuasion.
- Power tactics.
Creative Industries

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

- To identify creativity as an economic phenomenon.
- To recognize the importance of the creative industries as a factor that increases a location’s appeal for business, both nationally and internationally.
- To explore and differentiate between creative industries/sectors.
- To analyze specific creative organizations.
- To reflect critically on the personalities of “creative” entrepreneurs and organizations.

Content of the module

- The interdependency between individual creativity, group creativity, and organizational/economic creativity
- Key issues of creative industries
- Technology, talent, tolerance
- Tensions between commerce and creativity
- Conditions and experiences of workers
- Public policy
- Communities of practice
- Sectors of the creative industry
- TV, radio and film
- Fashion and design
- Fine arts and performing arts
- Toys and games
- Software
- Research and development
- Characteristics of creative organizations
Creative Construction: Performance and Performativity

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

- To develop an understanding of the concepts of “performance” and “performativity” and their historical development
- To relate the idea of “performativity” to social micro- and macro-phenomena of structuration and transformation
- To relate the terms "performance" and "performativity" to organizational and economic contexts for analytical as well as applied purposes.

Content of the module

- Definitions and concepts of performance and performativity
- The “Performative turn” and its genealogy:
  - Performativity in linguistic theory
  - Performance as a theatrical concept
  - Performance and role theory in sociology
- Performance, performativity and transformation
- Cultural Pragmatics and Social Performances
- Structuration theory
- Critical Performativity in Management Studies
Diversity & Organizational Culture

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

– Elaborate on an ontological approach towards diversity, discussing its medial (visibility, conceptual absence, etc.) and epistemological (i.e. post-disciplinary) issues
– Develop systematically a communicative construction of reality including major issues (emerging conflicts, arenas, consensus narrative)
– Point out and discuss diversity as a phenomenon, social construction and discursive action
– Evaluate stereotypes and conflicts as an element of identity and as results of (organizational) learning processes
– Apply the related and resulting concepts in organizational arenas lead these into innovation processes

Content of the module

– Sense-making processes in organisations
– Construction of diversity through an emergent, social action in organizations (interpretative),
– Construction of diversity through an ideological, political interaction (inclusion/exclusion processes)
– Construction of diversity through discursive action (effects of power and dominance)
– Context of diversity, “doing being diverse” as a methodological principle
– Organisational learning
Brand Strategies

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

- To understand that brands need to win themselves a place in the social arenas (economy, law, politics, culture), on the one hand, and in the awareness of consumers, on the other hand, in the competition with other brands.
- To influence the link between brand strategy, marketing and corporate strategy.
- To systematically create brand strategies and brand architectures.
- To develop brand strategy on the basis of a deep understanding of the consumers’ needs and the organization’s identity.
- To apply their brand strategies on the market. - to critically examine brand valuation and brand controlling.

Content of the module

- Market segmentation and mind share/relevant set
- Strategic brand planning
- Analysis
- Concept
- Design
- Implementation
- Evaluation
- Creative brief
- Different types of brand architecture
- Trademark
Märkte, Kultur und Kommunikation

Dauer: 1 Semester

Qualifikationsziele des Moduls

Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,

– die Wechselwirkungen von Märkten, Kultur und Kommunikation zu verstehen und in ihrer Bedeutung für unternehmerisches Handeln – auch unter ethischen und normativen Aspekten – aus einer interpretativen wissenschaftlichen Perspektive zu benennen und zu beschreiben,
– kommunikatives Handeln und Verhalten im Kontext sozio-kultureller Systeme zu interpretieren und im Hinblick auf einfache Kulturunterschiede zu diskutieren,
– sowohl das Konzept „interkulturelle Kompetenz“ als auch das der „sozialen Konstruktion von Wirklichkeit“ aus der Marktperspektive zu erläutern und
– diese Konzepte exemplarisch auf das Handeln in Alltags- und Konfliktsituationen im unternehmerischen Kontext und in fremden Märkten anzuwenden.

Inhalt des Moduls

– Kulturgeschichtliche Zugänge zur Ökonomie
– Grundlagen der verstehenden Soziologie und der Symbolökonomie
– Mechanistische und interaktionstheoretische Kommunikationsmodelle und deren Auswirkungen auf das Verständnis von Akteuren und Arenen im kulturellen Kontext
– Beschaffenheit von Kulturen und Märkten aus mikro- und makrodimensionaler Perspektive
– Stereotypen des Interpretierens in unterschiedlichen (regionalen, organisationalen, institutionellen) Kontexten
– Fallstudien
Basic Principles in Strategic Management

Duration: 1 Semester

Qualification objectives of the module:

Students who have successfully participated in this module will be able to:

- Explain the significance and the steps of strategic decision-making processes on global markets
- Describe and apply selected methods to analyze international corporations, business environments, markets and competition.
- Compare different concepts of strategic management, formulate strategic alternatives and systematically select suitable strategic alternatives
- Apply methods to implement a strategy
- Understand the role of strategies in building a social construction and in interacting with corporate environments and develop an ability to critically reflect on these

Content of the module:

- Strategic mindsets and strategic concepts
  - Historical approach
  - Contingency theory-based
  - Interaction theory-based approaches
  - Market-based view
  - Resource-based view
  - Entrepreneurship
  - Corporate strategy
  - Competitive strategy
  - Functional strategies
    - Strategic talent management
    - F&E and technology strategies
    - Sourcing strategies
- The process of strategic management
  - Conceptual Approaches
  - Target setting
  - Strategic planning
  - Strategy implementation
  - Strategic supervision
- Strategic methods and frameworks
  - SWOT
  - Competitive analysis
  - Portfolio analysis
  - Five forces
  - Diamond model
  - Weak signals and early recognition
  - Anticipation
  - 7-S framework (McKinsey)
- PPM (Project Portfolio Management)
  - Strategic management and business development
  - Critical reflection on strategy and society
International Management

Duration: 1 Semester

Qualification objectives of the module

Following the successful completion of this course, students should be able to:

– Adopt an intercultural perspective for evaluating international management issues.
– Comprehend the complexities of multinational and cross-cultural business and organizational activities.
– Distinguish between different market entry strategies and chose an appropriate approach to international expansion.
– Identify the basic types of international organizational structures and be able to suggest which fits a give international business strategy or certain market conditions better.
– Appreciate issues that have an important influence on management decisions in international business, including: foreign regulation, trade agreements, organizational governance and ethics.
– Practice determining business strategy and structure, choosing market entry modes, and setting operative planning requirements, as well as analysing their suitability given realistic conditions and limitations based corporate case studies.

Content of the module

– Foundations in intercultural management, including definition of external and internal factors that influence managing in foreign and across different cultures, models on how to compare cultures and an orientation to how language and other forms of communication affect understanding and cooperation.
– Cross-cultural management skills, such as acceptance of ambiguity, identifying how contextual aspects influence understanding and collaboration, and acceptance of cultural diversity.
– Issues that influence organizational and commercial communication abroad, including managing multi-cultural teams, foreign job assignment, and international corporate culture.
– Influence of global competition on the need for internationalization of business.
– Application of economic concepts in order to assess the potential for entering foreign markets, and evaluate the important issues that influence medium to longer-term business growth in different foreign markets.
– Definition and suitability of the diverse modes of entry into foreign markets, including Internal versus External modes, Greenfield investment vs. acquisitions, strategic alliances, and joint ventures.
– Introduction to the types and purposes of different International Management Strategies.
– International business planning, including, contingency planning and budgeting of resources.
– Factors that influence the development International Business operations, including Marketing channels, international negotiation, contracting and account management.
– International Governance and Organizational Sustainability.
– Ethical issues in international management, including distribution of wealth, corruption, bribery, and natural environment.
**Intercultural Marketing**

Duration: 1 Semester

**Qualification objectives of the module**

Following the successful completion of this course, students should be able to:

- Understand the fundamentals of marketing strategy, operational marketing and market analysis at a national and international level
- Distinguish between aspects of (national) marketing strategy and cultural aspects of international marketing
- Appreciate the importance of intercultural awareness in investigating and operating in foreign markets
- Describe and discuss the similarities and differences as well as the chances and risks between national, international and intercultural Marketing
- Apply basic concepts of customer, market and competitor analysis at a national and an international level
- Explain and discuss the elements of the marketing mix (product, pricing, promotion and distribution), and be able to suggest appropriate application of marketing tools in the context of a foreign market
- Define the objectives of doing business in more than one market and how to optimize marketing systems to give better results
- Evaluate marketing decisions and suggest viable marketing initiatives for international products and marketing campaigns
- Appreciate the difference between branding at the national, regional and global level
- Explain and discuss cultural barriers to trade and explore ways of overcoming them

**Content of the module**

- The basic concepts and tools of Strategic Marketing at the national and international level, including segmentation, positioning, USP and branding
- The influence of local culture on the decision making context when attempting to apply Marketing Strategy in foreign markets
- The development of Marketing strategy and adjustment of Marketing strategies to fit local (international) culture, market conditions and customer needs
- Customer, company and competitor analysis at the national and international level
- The application of core concepts of Operational Marketing (e.g. 4Ps, CRM and communication mix) in the context of meeting
- Customer needs across different cultures
- The application of Marketing concepts and tools to facilitate decision-making in and across foreign markets, including: country of origin effect, country image, international branding, cultural positioning and Marketing in the Internet
- The definition of Market and Marketing Research and explanation of their usefulness in investigating foreign market potential
- The essential elements for planning international Marketing programs
**Unternehmenskultur**

Dauer: 1 Semester

*Qualifikationsziele des Moduls*

Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage

- die gesellschaftlichen, sozialen und kommunikativen Einflussfaktoren sowie deren Zusammenwirken in Unternehmen zu beschreiben,
- ausgehend vom Human Relations-Ansatz einen umfassenden Begriff des Unternehmens zu definieren,
- Organisationsentwicklung als ein kulturgebundenes Management-Instrument darzustellen,
- Normen und Wertvorstellungen von Akteuren des unternehmerischen Handelns zu identifizieren, ihr Zusammenspiel zu analysieren und Möglichkeiten der wirtschaftlichen Verbesserung daraus abzuleiten und
- Instrumente der Organisationskommunikation (Interviews, Verhandlungen, Zirkel u.a.) systematisch zu unterscheiden, ihre Einsatzgebiete zielgerecht zu bestimmen und zielgerichtete Strategiealternativen anzubieten.

*Inhalt des Moduls*

- Grundlagen der Unternehmenskultur und zu deren Beschaffenheit
- Organisationsgeschichte
- Human Relations-Bewegung und beteiligte Wissenschaftszweige (z.B. Chicago School)
- Organisationsentwicklung und ganzheitlicher Begriff des Unternehmens
- Netzwerkteorie
- Einführung in die Organisationskommunikation
- Management der Unternehmenskultur und organisationale Rhetorik
- Übungen
Interkulturelles Marketing

Dauer: 1 Semester

Qualifikationsziele des Moduls

Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage

– den Gegenstand des Marketing zu definieren und seinen Stellenwert im Gesamtkontext der BWL detailliert zu beschreiben,
– Grundlagen des strategischen und des operativen Marketings darzustellen,
– Gemeinsamkeiten und Unterschiede zwischen generellem, internationalem und interkulturellem Marketing zu beschreiben,
– einen in der Marketingwissenschaft verwendeten Theorieansatz bezüglich interkulturellen Handelns darzustellen und zu diskutieren (z. B. Kontingenztheorie),
– ausgewählte Entwicklungen in Marketingtheorie und Marketingpraxis im Hinblick auf Interkulturalität zu diskutieren (z. B. Ethnomarketing) und
– ethische Fragen des internationalen Marketing zu formulieren und zu erörtern.

Inhalt des Moduls

– Marketing als Funktion und Institution
– Perspektivenwechsel sowie Gemeinsamkeiten und Unterschiede zwischen generellem, internationalem und interkulturellem Marketing
– Kerngebiete des Marketing (strategisch, operativ) und ihr Zusammenhang sowie Überschneidungen mit dem Gebiet der Managementwissenschaft
– Produkte und Dienstleistungen, Marketing und Marken, Marketing und Kultur
– Grundzüge wesentlicher im interkulturellen Marketing verwendeter Theorieansätze
– Ethik im interkulturellen Marketing
Märkte und Markt-Akteure

Dauer: 1 Semester

Qualifikationsziele des Moduls

Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage

- Märkte (national, international, regional) zu definieren und zu differenzieren,
- die Typen, Organisationsformen und Interessen der Akteure in nationalen und internationalen Märkten zu differenzieren,
- die verschiedenen Typen von (Kauf-)entscheidungen und (Kauf-)entscheidungsprozessen zu differenzieren
- die Einflussgrößen auf das individuelle Verhalten von Käufern im nationalen und internationalen Kontext zu interpretieren,
- die Ziele sowie die grundlegenden Methoden, Instrumente und Einsatzfelder der Markt- bzw. Marketingforschung sowie der Käuferverhaltensforschung zu erklären,
- Konzepte zur Erforschung von Märkten und des Käuferverhaltens exemplarisch zu entwickeln und anzuwenden

Inhalt des Moduls

- Märkte (national, international, regional)
- Anbieter und Nachfrager, Wettbewerber, Lieferanten, Mittler etc.
- Grundlagen der Markt- bzw. Marketingforschung:
  - Forschungsbereiche und Aufgaben
  - Bewertung von Informationen und Informationsquellen nach Qualität und Nutzen
  - Primär- und Sekundärforschung
  - Eigenmarkt- und Fremdmarktforschung
  - Forschungsprozess von der Definitions- bis zur Dokumentationsphase unter Anwendung der Methoden der empirischen Wirtschafts- und Sozialforschung
  - Erhebungsformen wie Befragung, Beobachtung, Panelerhebung, apparativ unterstützte Erfassung von Zeichen, psychophysiologische Erhebungsverfahren, Inhaltsanalyse
  - Überblick und exemplarische Vertiefung zu den Einsatzfeldern der Markt- bzw. Marketingforschung
    - Marktforschung bei Marktsegmentierung, Prognoseforschung, Präferenzforschung, Markenartikel-Forschung, Konkurrenzforschung, Kundenzufriedenheitsforschung
    - Marktforschung von der Produktidee bis zur Markteinführung: Marktanalyse, Produktpositionierung, Marktforschung bei der Produktentwicklung, Testmarktforschung, Produkteinführung
- Fokus: Käufer (Konsumenten, Organisationen)
- Ansätze, Ziele und Methoden der Verhaltensforschung und der Erforschung des Käuferverhaltens
– Grundtypen von Käufern, (Kauf-)ent-scheidungen und (Kauf-)Entscheidungsprozessen
– Kulturelle, soziale, persönliche, psychologische und situative Einflüsse auf das individuelle Kauferverhalten:
  ▪ Käufer als Individuen
  ▪ Wahrnehmung
  ▪ Lernen / Gedächtnis
  ▪ Motivation, Werte, Involvement
  ▪ Einstellungen und Einstellungsänderung
  ▪ Selbstbild
  ▪ Käufer als Entscheidungsträger
  ▪ Individuelle Entscheidungen
  ▪ Kaufsituation, Nachkaufbewertung, Produktentsorgung
– Kulturelle, soziokulturelle und interkulturelle Einflüsse auf das Kauferverhalten
  ▪ Gruppeneinfluss, Meinungsführerschaft, Verbreitung von Innovationen
  ▪ Europäische Käufer
  ▪ Familienstrukturen und Entscheidungsfindung im Haushalt
  ▪ Einkommen und Gesellschaftsschicht
  ▪ Alterssubkulturen
  ▪ Lebensstil-Gruppen
  ▪ Internationale Unterschiede in den Einflüssen auf das Kauferverhalten
Konsum, Märkte und der Tourist

Dauer: 1 Semester

Qualifikationsziele des Moduls

Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,

- Tourismus als ein Produkt, das in der Verbindung von Industrie, Managementverantwortung und Verbraucherverhalten entsteht, darzustellen
- Konsum im Sinne einer Kultur der Verbraucherwahl und des Verbraucherhandelns und identitätsstiftende Handlung im sozialen Raum zu verstehen
- Märkte als kulturell geformte Arenen mit Marktpotenzial zu identifizieren und Vermarktungsstrategien für Tourismus-Produkte zu entwickeln
- den Touristen im Konsumentenverhalten, alltäglichen Verhalten und im Ausdruck der persönlichen Identität zu verorten

Inhalt des Moduls

- strukturelle Eigenschaften der Tourismuswirtschaft und ihre verschiedenen (Marktformen)
- Konsum- und Marktttheorien
- Ideologien massenmedialer Marktplätze und interpretative Strategien der Konsumenten
- Stakeholder der Tourismusindustrie
Märkte und Akteure der Eventindustrie

Dauer: 1 Semester

Qualifikationsziele des Moduls

Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,

- die Entwicklungslinien von Teilmärkten wie „Messemärkte“, „Kongressmärkte“, Theatermärkte“ etc. in Vergangenheit und Zukunft (Trends) sowohl in der nationalen als auch in internationalen Ausprägungen zu beschreiben und einander gegenüberzustellen,
- die verschiedenen Dimensionen (Angebot und Nachfrage) der Veranstaltungsmärkte bzw. Teilmärkte im Überblick darzustellen und zu klassifizieren
- verschiedene relevante Akteure des Eventmarktes bzw. ausgewählter Teilmärkte, ihre jeweiligen Ansprüche, Erwartungen und Bedürfnisse sowie Interaktionsmuster und Vernetzungen/Netzwerke zu unterscheiden

Inhalt des Moduls

- Marktabgrenzung, Angebots- und Nachfragedimension des deutschen und internationalen Eventmarktes (Gesamtmarkt und ausgewählte Teilmärkte wie beispielsweise Messemarkt, Kongressmarkt etc.)
- Entwicklungslinien und aktueller Status (Merkmale, Volumina, aktuelle Trends) der Märkte bzw. Teilmärkte
- Akteure und Stakeholder des Veranstaltungsmarktes und ausgewählter Teilmärkte: relevante Institutionen, Organisationen, Dienstleister, Ämter und Behörden (Ordnungsamt etc.), Unternehmen, Besitz- und Betriebsgesellschaften von Event Venues etc. mit ihrer jeweiligen Bedeutung, ihrem spezifischen Rollenverständnis sowie ihrer Netzwerk- und Interaktionspraxis
- Vorstellung ausgewählter Praxisbeispiele (z. B. Olympische Spiele), die die soziale und politische Bedeutung von Veranstaltungen nicht nur für die Veranstaltungsmärkte selbst, sondern für das gesamtgesellschaftliche System zeigen
Kunst und Kultur: Geschichte, Theorie, Gesellschaft

Dauer: 1 Semester

Qualifikationsziele des Moduls

Studenten, die dieses Modul erfolgreich absolviert haben, sind in der Lage

- die historische Wechselwirkung von künstlerischen, wissenschaftlichen, ökonomischen und weiteren gesellschaftlichen Entwicklungen exemplarisch interdisziplinär zu analysieren
- zentrale Positionen der Kulturwissenschaften (insbes. Kunst- und Kulturtheorie) zu erläutern
- grundlegende Forschung der Kunst- und Kultursoziologie zu reflektieren und auf Fragestellungen des Kulturmanagements anzuwenden

Inhalt des Moduls

- Exemplarische interdisziplinäre Vorstellung von internationalen historischen Umbruch- oder Übergangssituationen und deren Aus-bzw. Wechselwirkungen in Kunst, Wissenschaft, Wirtschaft, Politik und anderen Gesellschaftsbereichen
- Grundlagen der Kunst- und Kultursoziologie (u.a. aus Feldtheorie, Systemtheorie, soziale Ungleichheit, Klassen- und Schichttheorien, Milieu- und Lebensstilansätze)
- Soziale und Kulturelle Herausforderungen der Gegenwart (z.B. Globalisierung und Differenzierung, Ökonomisierung, Mediatisierung) und deren Implikationen für Kunstproduktion und -rezeption
**Mediensysteme: Akteure, Märkte und Kulturen**

Dauer: 1 Semester

*Qualifikationsziele des Moduls*

Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,

- die Grundbegriffe der Medienökonomie zu definieren,
- das Mediensystem der Bundesrepublik Deutschland und dessen politische, ökonomische, gesellschaftliche, kulturelle, historische, technologische und rechtliche Grundlagen (auch im Vergleich zu anderen nationalen Medienmärkten) im Überblick darzustellen, hinsichtlich seiner unterschiedlichen Facetten und Perspektiven zu beschreiben und von anderen gesellschaftlichen Systemen abzugrenzen,
- das nationale Mediensystem im Vergleich zu wichtigen internationalen Mediensystemen zu positionieren und die ökonomischen, politischen und rechtlichen Rahmenbedingungen zu beschreiben,
- die verschiedenen Akteure des Mediensystems, ihre jeweiligen Ansprüche, Erwartungen und Bedürfnisse sowie Interaktionsmuster, Vernetzungen und Netzwerke zu identifizieren,
- die Bedingungen verschiedener Medien-Teilmärkte (Film, TV, Radio, Musik, Print, Online, Games) sowie deren Entwicklung (z.B. Medienkonvergenz, Digitalisierung, 3D) sowohl in nationalen als auch in internationalen Ausprägungen zu beschreiben und einander gegenüberzustellen,
- Teilmärkte und Akteure mit Anforderungen medialer Kulturen (z.B. digitale Kulturen) zu verbinden,
- Markt- und Wettbewerbsanalysen durchzuführen und auf spezifische Medienteilmärkte anzuwenden

*Inhalt des Moduls*

- Theoretische und praktische Grundlagen der Medienwirtschaft
- Struktur sowie politische, wirtschaftliche, gesellschaftliche, historische, kulturelle, technologische und rechtliche Rahmenbedingungen des nationalen Mediensystems und seine Abgrenzung/Beziehungen zu wichtigen internationalen Mediensystemen
- die jeweilige Bedeutung, das spezifische Rollenverständnis, Netzwerk- und Interaktionspraxis von Akteuren und Stakeholdern des nationalen Mediensystems: relevante Institutionen, Organisationen, Staat, öffentlichrechtliche und privatrechtliche Intermediäre, Medienhäuser, Agenturen und andere Dienstleister, Journalisten, Kommunikatoren, Rezipienten
- Interdependenzen von Akteuren, Märkten und medialen Kulturen
- Teilmärkte des Mediensystems: Entwicklungslinien und aktueller Status der Märkte (Merkmale, Volumina, aktuelle Trends)
Sustainable Development

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Identify the various constituent dimensions of sustainable development: environmental, economic, social, cultural, and political manifestations of sustainability, explain the evolving global sustainability discourse and identify its main actors and stakeholders
- Select appropriate responses from business, politics and civil society for dealing with social, political, environmental, technological, and global issues and stakeholders
- Evaluate potential opportunities for ‘going green’
- Apply different models for managing and transforming unsustainable conditions and results to more sustainable solutions
- Critically analyse controversies, solutions and recommendations in the sustainability debate and reflect respectfully on different individual perspectives and cultural concepts deriving from assumptions about humans, nature, development, technology and economy

Content of the module

- History of economic thought dealing with environmental issues
- From environmental economics to ecological economics: Externalities, entropy, uneconomic growth
- The development of the global sustainable development discourse: Limits to growth, Brundtland Report, Green Economy
- Key sustainability concepts: weak vs. strong sustainability, intergenerational equity, triple bottom line
- Non-economic theories and concepts of sustainability: Ivan Illich, Ulrich Beck, Niklas Luhmann
- International institutions, global actors, NGOs, corporations, civil society and stakeholders in the sustainability debate
- Sustainable business development and strategy
- Rules, norms and regulations for corporate sustainability
- Environmental and ecosystem assessment, indicators, monitoring, evaluation, reporting
- Social and cultural dimensions of sustainability
- Sustainable development from a postcolonial perspective
- The emerging discourse on ‘décroissance’ and a post growth economy
- Sustainable development goals and the Post-2015 Agenda
**Political Philosophy**

Duration: 1 Semester

*Qualification objectives of the module*

Students who have successfully participated in this module will be able to:

- Describe and assess a range of key ideas and positions of political philosophers, the intertextual discourse between them and the main debates in political theory and philosophy
- Contrast, critically reflect and interpret political theories against the historical and contextual background of their origin
- Debate the normative function of political theory and the effect it has on political debates
- Evaluate different interpretations used in political argument and in the analysis of political phenomena
- Conceptualize a theoretical framework for the empirical study of political issues
- Critically reflect on their own interpretation, its limitations and the categories in which we think and act politically

*Content of the module*

- Historical Positions of Political Philosophy from antiquity to Post-Modernism
- Liberalism, Neoliberalism, Conservatism
- Socialism, Anarchism, Environmentalism
- Green and alternative Political Theories
- Role of Power, Legitimacy, State
- Democracy, Citizenship, Recognition,
- Freedom, Individuality, (Property) Rights
- Justice, Equality, Solidarity
- Feminist Theory, Queer Theory, Postmodernism, Post-Colonialism
- Anthropocentrism and Anthropocene
- Government and Governance
- Political institutions and ideologies
Introduction to Strategic Practice

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Explain the significance and the steps of strategic decision-making processes in a global context
- Illustrate key approaches of strategy
- Identify concrete strategies for the construction and interaction of institutions with(in) its socio-cultural environment
- Explain strategic dynamics and analyse the relative strength of different strategic positions as a basis for decisions & actions and examining possible conflicts
- Develop own strategies, taking into account their practices, processing and effects
- Apply methods to implement a strategy

Content of the module

- Strategic mindsets and strategic concepts
- The process of strategizing
- Strategic methods and frameworks
- Strategic management and business development
- Critical reflection on strategy and society
Foreign Policy Analysis

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Define the realm of foreign policy as a mechanism of the international structure and locate FPA within the discipline of international relations.
- Distinguish various theoretical approaches to and debates about the analysis of foreign policy, critically reflect upon their respective limitations, implications and underlying assumptions and apply them to case studies.
- Differentiate (state and non-state) actors, agendas and arenas in foreign policy
- Analyse the impact of the concepts of power and influence in foreign policy making and reflect the significance of foreign policy in an age of globalization.
- Critically assess the different aspects, factors and (cultural, economic, geographical, historical, and political) dimensions of foreign policy decision-making and the process and means of foreign policy implementation (e.g. diplomacy, military force, sanctions, aid, propaganda etc.)
- Reflect on the impact of culture, interests and identity as well as the influence of ethics, values, norms and human rights.

Content of the module

- Foreign Policy and IR Theory: Approaches and Concepts
- Foreign Policy in an Age of Globalism: Key issues, Challenges and Opportunities
- Levels and Models of Foreign Policy Analysis: Actors, Structures, Processes, Sources (domestic and external)
- State and non-state actors: Personality, Rationality, Interests and Psychology
- Processes: Foreign Policy analysis and Decision-Making
- Implementing Foreign Policy: Power and Persuasion (Military Power, Diplomacy, Sanctions, Aid)
- Geopolitical, economic and cultural dimensions of FP
- The impact of Cultures, Identities, Interests
- Foreign policy doctrines and ethical dimensions: values, beliefs, norms and human rights
- The media, foreign policy and public opinion
- Case studies: German and EU foreign policy
- Case studies: US foreign policy
- Case studies: East Asian and Middle East foreign policy
- Simulation Summit Exercise
**German Culture**

Duration: 1 Semester

*Qualification objectives of the module*

Students who have successfully participated in this module will be able to:

- Describe some of the basic aspects of German history and culture,
- Denominate and use some concepts of the theory of culture,
- Understand the social and cultural basis of business activities in the German speaking region and assess it for their own business activity
- Discuss alternatives for business activity (market entry) taking into account the German context and make suggestions,
- Formulate business development and marketing perspectives for the German speaking region, relating it specifically to their own program (e.g. inbound and outbound tourism, trade fair activities, marketing and media landscape, typical cultural institutions in the country etc.); these perspectives are the subject of the student assignment with instructor guidance.

*Content of the module*

- The main features of integrated civilisation and culture
- History
- Demography and stereotypes
- Socio-economic society structures
- Current economy and politics
- Composition and dynamics of the market and its media
- Case studies on representative companies
- International aspects of business activities in the German speaking region, as well as market and demand requirements,
- Strategies for business activities
Managerial Accounting

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module are able to:

- Present the meaning of corporate accounting as source of information, which generates figures that are useful for external stakeholders to assess the company’s business performance (external accounting, annual financial statement) and for internal stakeholders to make business decisions based on the data (internal accounting),
- Define the structure and the data of the annual financial statement, describe how the balance sheet is drawn up, including bookkeeping and the profit and loss account, explain the different items of the balance sheet and the profit and loss account and understand their significance,
- Describe cost accounting as basis for budget planning and as basis for the calculation of products, services, contracts, projects etc.,
- Present the meaning of cost management and define adequate methods (cost / benefit calculation, calculation of cost types, cost centres and cost units, cost accounting and cost allocation),
- Define what makes up project cost management and how it is carried out using an example.

Content of the module

- Accounting as a tool for strategy assessment
- Translating transactions in accounting data
- Comparison of financial and managerial accounting
- Key Concepts of cost and financial accounting
- Cost behaviour and cost-volume-profit-analysis
- Calculation of products, services and activities
- Profit planning and cost budgeting for departments and business units
- Income statement and balance sheet
- Accrual accounting and Asset accounting
- Liabilities and equity
- Cash flow and financial statement analysis
Business Model Innovation

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Sketch, iterate and test business models and value propositions out of business ideas, including those for non-profit organizations, startups, and enterprises
- Apply and critically reflect the development and application of methods and tools for business model generation and value proposition design
- Identify and evaluate the financial and organizational interdependencies between the building blocks forming viable business models and inspiring value propositions
- Suggest a draft process to design, test and validate products or services, value propositions, and business models
- Experience how Eric Ries' 'Lean Startup' process supports to overcome major challenges and pitfalls of running business model innovation as a startup or within an established organization
- Learn how business model innovation connects with ideation formats like Design Thinking

Content of the module

- Various methods of business model generation including Osterwalder’s Business Model Canvas and Value Proposition Canvas
- Playful and proven approaches like 'Kill the Offering' and 'The Logo Game' to discuss and test business models in order to minimize the risk of failure
- Insights into real-life examples and cases out of various customer projects from a wide bandwidth of industries
Advanced Company Project

Duration: 1 Semester

*Qualification objectives of the module*

Students who have successfully participated in this module will be able to autonomously identify, plan and implement a selected social or business project, preferably international, e.g. from the fields of culture, tourism, marketing, business development, trade fair, convention, event, organisation, personnel etc. with the help of tutors (instructors) and supervisors (professors). This involves integrating, applying and implementing the knowledge acquired in the modules to date.

*Content of the module*

Autonomous development of a project idea and implementation of a project under supervision and in collaboration with external partners (“sponsors”). If relevant, students can base their project on work carried out in the project module in the 3rd semester.
Intercultural Study Project

Duration: 1 semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Present the characteristics of intercultural competence, how it is linked to the development of individuals, which questions arise from this perspective,
- Set up of a project management charter, including a Gantt chart of the workflow, work breakdown structure and list of activities,
- Develop a related questionnaire for a survey (or semi-conducted interviews), data collection and preparation, sample of about 15-20 international students stemming from different regions of the world,
- Analyze some exemplary cases and give a general overview of the frictions and tension in the dynamics of intercultural competence,
- Resume their findings in a persuasive presentation including a written handout with the details of the research and its results.

Content of the module

The Intercultural Study Project focuses on the question of how student exchange programs help to foster intercultural competence. Main contents are:

- Introduction of project management.
- Basic aspects of intercultural competence and its conceptualization, by using list models, and processual models.
- Basic aspects of qualitative and quantitative research for the conduction of a sound survey.
- Training of the redaction of findings and summarizing the results of the analytic work by assessing the conceptualization of the outcomes of the survey and reflection of the impact that these may have on the underlying theory.
German Business Culture

Duration: 1 Semester

Qualification objectives of the module

Chapter one

- Chapter one is about foundations concerning business culture, circumstances and challenges
- The first chapter contains also the German Business Culture in former times and nowadays, especially Sustainable Corporate Governance with focus on social, economic and ecological aspects of doing business and the normative, strategic and operative implementation

Chapter two

- Part two focuses a special kind emerging of German Business Culture: The Hidden Champions
- It is about the meaning of Hidden Champions, who Hidden Champions are and where they come from
- Furthermore part two investigates why Hidden Champions are successful, how they differ from large firms and what others can learn from them

Content of the module

Students who have successfully participated in this module will be able to:

- Explain foundations of business culture
- Analyse circumstances and challenges that are relevant for former changes of German Business Culture
- Describe and compare German Business Culture in former times and nowadays
- Understand the shift in German Business Culture to a more Sustainable Corporate Governance with focus on social, economic and ecological aspects of doing business - describe normative, strategic and operative aspects
- Describe the meaning of Hidden Champions
- Explain who Hidden Champions are and where they come from
- Understand why Hidden Champions are successful and how they differ from large firms
- Comprehend what others can learn from them
Sustainable Development

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Determine how firms and other organizations make decisions to allocate limited resources and contrast different theoretical approaches about efficient internalization of externalities and institutional design
- Identify the various constituent dimensions of sustainable development: environmental, economic and social sustainability, explain the evolving discourse of sustainability and identify the main actors and stakeholders in the global sustainability discourse
- Select appropriate business responses and management approaches for dealing with social, political, environmental, technological, and global issues and stakeholders
- Evaluate potential green business opportunities
- Apply different sustainability management models and propose intra- and inter-organizational sustainability management instruments including environmental reporting and lifecycle analysis
- Critically analyse controversies, solutions and recommendations in the sustainability debate and reflect respectfully on different individual perspectives and cultural concepts deriving from assumptions about humans, nature, development, technology and economy

Content of the module

- New institutional economics, concept of externalities, tragedy of the commons, property rights, Coase-Theorem
- Resource allocation and regulatory instruments: Pigouvian tax, tradable permits, environmental subsidies, liabilities and insurance, command and control
- Challenges of imperfect competition, imperfect mixing, imperfect monitoring ability, uncertainty and tax interaction effects
- Interdependencies between global trade, competitive advantages, regulation and the environment
- Introduction to the concept of sustainability, the sustainability discourse and the economics of sustainable development
- International institutions, nations, NGOs, corporations, civil society as actors and stakeholders in the sustainability debate
- The Global Green New Deal and the UN call for Global Sustainability
- “Moving Beyond GDP”-Initiative
- Environmental and ecosystem assessment, indicators, monitoring, evaluation, reporting
- Key sectors and business opportunities in green economy
- Sustainability management models and systems

The content will be brought out and discussed with the help of diverse case studies.
International Finance and Sustainability

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Discuss financial management and market theories and their applications in practice
- Illustrate the implications of financial planning, long-term financial decisions, working capital management and currency risk management for international business
- Analyse the financial process related to at least one specific and complex international management issue
- Interpret the concept of sustainable finance and investment, explain diverse sources of finance and critically evaluate different approaches to sustainability controlling
- Recognize the critical role of capital markets and fiscal policy in moving towards sustainability
- Critically reflect on the ethical “blindness” of capital markets from various disciplinary perspectives

Content of the module

- Financial planning, capital budgeting and strategic long term financing decisions
- Working capital management
- Currency markets and currency risk management
- Financial Value Drivers and Sustainable Return on Investment
- Sustainability accounting, information requirements and integrated information systems
- The role of capital markets
- Public finance and fiscal reform
- Environment and Natural Resource Taxation
- The System of Environmental – Economic accounting (SEEA)
International Collaboration Management

Duration: 1 Semester

Qualification objectives of the module

The module deals with new forms of results centered direct and media-based collaboration in international and cross cultural teams. Therefore the module will be taught parallel and/or after the resources module and add additional aspects of international collaboration and resource allocation.

Students who have successfully participated in this module will be able to:

- Deeply understand the role of international collaborative work patterns and flows such as in international projects and distributed marketing operations, corporate and cross corporate environments,
- Execute research on real life issues based on management theories (assignment),
- Understand shared, distributed and intercultural leadership concepts,
- Apply selected collaboration tools and procedures for defined business purposes.

Content of the module

- Conceptual approach to international and intercultural collaboration in corporations, NGOs and cross-company operations, its basics and current relevance
- The principles of adaptive organizations and the project-based company
- Inter-personal and media-based cooperation
- Sharing information and knowledge
- Allocation and sharing of resources in international/intercultural environments
- The concept of shared leadership and distant leadership
- Managing diverse teams
- Managing global projects
- Managing “global accounts”
- Managing global roll outs and coordination of multi-national aid programs
- Defining goals, measures and controls
- Structured implementation and alignment of resources and procedures
- The principles of collaborative tools and systems (e-mail, Telco, Web2.0, DMS, multi-project management, wikis)
- Managing results-oriented collaboration
**Intercultural Communicative Competence**

Duration: 1 Semester

*Qualification objectives of the module*

Students who have successfully participated in this module will be able to:

- Financial planning, capital budgeting and strategic long term financing decisions
- Working capital management
- Currency markets and currency risk management
- Financial Value Drivers and Sustainable Return on Investment
- Sustainability accounting, information requirements and integrated information systems
- The role of capital markets
- Public finance and fiscal reform
- Environment and Natural Resource Taxation
- The System of Environmental – Economic accounting (SEEA)

*Content of the module*

- Financial planning, capital budgeting and strategic long term financing decisions
- Working capital management
- Currency markets and currency risk management
- Financial Value Drivers and Sustainable Return on Investment
- Sustainability accounting, information requirements and integrated information systems
- The role of capital markets
- Public finance and fiscal reform
- Environment and Natural Resource Taxation
- The System of Environmental – Economic accounting (SEEA)
Relationships in International Marketing

Duration: 1 Semester

*Qualification objectives of the module*

Students who have successfully participated in this module will be able to:

- Define interactions and relationships from various perspectives (economical, technical, psychological, sociological)
- Describe how relations are socially and psychologically constructed
- Evaluate how to initiate and maintain relations to individual and collective actors
- Structure the range of interaction and relationships in marketing (public relations, brand relations, network relations, channel relations, customer relations, etc.)
- Apply certain methods and current technology to manage those relations (CRM, Social Media, among others)
- Identify tools and methods to plan, implement and control marketing relations actively
- Search for levers to improve specific relationships by marketing means

*Content of the module*

Approaches to marketing relations

- Emotional relations
- Formal and legal relations
- Transactional relations
- Infrastructures of relations (Internet, logistics, others)
- Psychological foundations of relations
- Social relations
- Relational content
- Cultural specifics

Institutional approaches

- Transaction costs
- Agency problems

Social Networks

- Actor-Network-Theory
- Social Network Analysis

Interactions and relations in marketing

- Public relations
– Brand relations
– Network relations
– Channel relations
– Customer relations, etc.

The ethics of relations
– Exchange,
– Service providing,
– Collaboration,
– Influence,
– Persuasion,
– Manipulation, etc.

Current methods and current technology to manage those relations one to one and one to many
– CRM
– Retention management
– Community management
– Social media,
– Among others

Managing customer life-cycles and the customer value including
– Lead generation,
– Customer retention,
– Upselling and
– Recovering.

Managing relations in an intercultural environment
International Marketing Channels and Operations

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- describe and interpret the marketing operations of product and service companies from a strategic perspective
- describe the concept, structures and flows of marketing channels including indirect, direct, multilevel, distant and social channels both nationally and internationally
- carry out suitable steps to establish channels and develop business both strategically and operationally
- manage the intercultural differences affecting the marketing operations and channels
- apply tools and methods how to do research on marketing channels and operations manage them actively

Content of the module

- Design of marketing operations of product and service companies from a strategic perspective (top-down and bottom-up)
- Concepts, structures and flows of marketing channels including questions of maturity
  - indirect,
  - direct,
  - multi-channel and
  - multi-level marketing,
  - franchising,
  - licensing,
  - co-marketing (co-branding)
  - distance marketing
  - social channels
  from a national, international and (inter-) cultural perspective
- Analysing and creating customer touch points (PoS, PoP, PoI)
- Technology watch: How technologies like augmented reality, local based services affect marketing channels
- Intermediation: Supply chain, logistics, value added services, etc.. Tensions between dis- and re-intermediation
– Current case-studies on how to establish and develop international marketing channels and operations, including supporting operations (among others: branding, product- and service management, sales promotion, media)

– Tools and methods how to manage marketing channels and operations actively, including Key Account Management

– Measuring and controlling of channel and operational performance (Goal Setting, KPIs)

– Managing product and service life-cycles:
  - Launching,
  - Maintaining and
  - Re-Launching products and services,
  - End-of-Life Procedures

– Management of conflicts and intercultural differences affecting the marketing operations and channels

– The interrelation between marketing channels and business models
Critical Perspectives on Tourism

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- integrate current ethical, political and social issues and reflect this in academic discussion in relation to gender, sexuality, class, ethnicity and disability
- argue and critically evaluate tourism as a social force that contributes to intercultural dialogue concerning issues of inclusion and exclusion, justice and inequality and the transformation of places and cultures
- embody a reflexive self in critical research practices that work on subjectivity, positionality and emotional empowerment especially in relation to developing new and alternative methodologies
- position and question ethical and socially responsible frameworks in tourism to consider the making of sustainable communities and creative/social entrepreneurship

Content of the module

- Business ethics and sustainability in tourism
- New economies and products in tourism consumption
- Impacts of the changing cultural, political and physical landscape
- Critical methodologies in tourism research
Tourism Operations

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

– assess the importance of intangible services, emotional experiences and symbolic values in a competitive market, and apply this to the configuration of customer relationships of service providers
– decode strategies and processes of procurement marketing as a central service of intermediaries
– analyse and develop management processes and interfaces to other service providers within the tourism value chain
– create a marketable product by combining various actors within tourist services

Content of the module

– Operational Management in International Tourism
– Characteristics and challenges of tourism as service industry
– Stakeholder and role in tourism value chain through collaboration, competitive vertical integration and international operations
– Overview of connections between strategic and operational marketing
Exhibitions, Conventions, Sports and Cultural Events: The Locations Dimension

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- analyse the current market position of an event venue and position it successfully vs. its competitors in the future
- recognise relationships between an event location’s structural conditions and its operation, identify critical factors and compare and evaluate various international examples
- define, explain, plan and analyse critically the primary and secondary activities within the event venue’s value chain
- apply established management methods (e.g. portfolio analysis, balanced scorecard, scenario techniques, value analysis) to international examples of event venues
- demonstrate empathy and apply argumentation skills during the execution of group work and the assessment task

Content of the module

- Forms and characteristics of conventional event venues such as exhibition and convention centres, sports stadia, multifunctional arenas and cultural event venues, but also special event locations such as corporate branded spaces
- Event locations in competition: status-quo analysis and positioning strategies /future scenarios
- Conceptual design of event locations: basic analysis methods (market and needs analysis, location study, space and function concepts etc.)
- Construction of event buildings, based on selected practical examples: call for tenders and stakeholder communication
- Operational concepts (types of business, organisation concepts, personnel concepts etc. for the property) and their individual economic impact
- Financing models of event buildings (external financing/debt financing, equity financing, structured finance, etc.)
Exhibitions, Conventions, Sports and Cultural Events: The Operations Dimension

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Organise and evaluate processes of planning and staging events
- Implement the necessary structures and function units, taking into account legal aspects
- Apply appropriate management methods, leadership concepts and instruments as well as decision-making techniques to operations of the events industry
- Ensure the efficiency and outcome of an event with the help of risk and quality management and select and implement methods to evaluate the quantitative and qualitative success of an event

Content of the module

- Estimation of events’ impacts as framework for events staging
- Dimensions of operational planning and management of events according to different types of event such as: human resources, finances, marketing, function units, legal issues, bidding, site inspection & selection, staging and dramaturgy, logistics, quality management, event evaluation and stakeholder communication
- Selected function units in detail: security management, sales, catering, purchasing/procurement etc.
Strategic Arts and Cultural Management in Different Institutions and Social Contexts

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Analyse and differentiate between the specific strategic management requirements in different cultural institutions and social contexts (ranging from large and traditional institutions to individual entrepreneurship and from ‘high’ culture to popular culture, street art and beyond, nationally and internationally) and their ethical implications
- Develop and apply management concepts which are suitable for the varying segments and select specific management methods
- Apply interdisciplinary research methods to substantiate strategic decision-making processes

Content of the module

- Concepts of strategic management for application in the artistic and cultural field and their ethical implications
- Current strategic issues of arts and cultural management in different institutions and social contexts
- Case studies in national and international best practices of strategic management
- Applied interdisciplinary research methods for arts and cultural management
Arts Communication, Marketing and Education

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Distinguish and choose between different forms of communication (marketing, PR, advertising, social media, education etc.) with stakeholders in the artistic and cultural field
- Assess the characteristics of marketing in the artistic and cultural field and to develop appropriate strategies to market artistic products and productions
- Evaluate strategies for public outreach, audience development, and education programs

Content of the module

- Interdisciplinary analytical tools of communication theory, organizational communication and stakeholder analysis
- Classification of national and international arts marketing strategies and tools
- Introduction into market research, target group definition, typologies and targeting
- Concept development for marketing strategies and cultural branding
- The rise of public outreach and education projects, best practices national and international case studies in public outreach and education projects
Energy Trade, Sales and Communication

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Analyze and compare different pricing strategies with respect to energy
- Interpret a specific market position and create arbitrage possibilities in the future
- Apply established management methods (e.g. portfolio analysis, scenario techniques, value analysis) to examples within the energy industry
- Apply the marketing mix to the energy business
- Develop energy products, position them on target markets, market them, modify them according to changing markets or adapt them to changed markets and integrate them into the product line, taking into consideration the life cycle of the products
- Communicate effectively in various circumstances
- Demonstrate empathy and apply argumentation skills during the preparation and the execution of the assessment task

Content of the module

- Price formation for energy
- Energy trade and procurement
- Energy exchanges, clearing, OTC trade, derivatives
- Portfolio and risk management
- Procurement instruments for energy supply companies and industrial concerns
- Marketing of power plants and accumulators
- Products for end customers
- Distribution in the energy sector (distribution channels, organization and management of distribution)
- Energy marketing B2B and B2C
- Communication (brand, advertising, PR, IR, corporate communication)
Renewable Energies

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Describe the social, environmental impacts of energy systems along their life cycle
- Discuss criteria’s for sustainable future energy mix
- Explain the externalization of costs with respect to society and to future generations
- Analyze and compare different communication strategies in the society towards the contribution and role of renewable energy policy.
- Discuss the chosen support mechanism and market integration mechanism of renewable energies in various countries
- Develop the key issues of the implementation of renewable energy projects, both local and international

Content of the module

- Environmental economics as basics to understand policy instruments:
  - What are public goods /dilemmas
  - External costs and benefits
  - Internalization of external costs(Pigovian taxes and coase theorem)
- Energy Policy Analysis:
  - Overview on support mechanism and market integration mechanism of renewable energies in various countries
  - Overview on communication strategies in the society towards the contribution and role of renewable energy policy.
- Renewable Energy System Analysis:
  - What are “green” technologies /strategies?)
  - How to evaluate technologies more in a holistic way?
  - Presentation of the Life Cycle
  - Analysis approach as an example
- Renewable Energy Project Management:
  - Performance measures for the planning, development and implementation of renewable energy projects (Financing concepts of renewable energy projects, NIMBY for the implementation of local projects)
  - intercultural challenges of project management
Media Creation

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Develop, organise and produce mediated plots and messages as appropriate to different media sectors,
- examine, demonstrate and analyse key approaches to media development and production,
- Choose diverse and developing skills to create media and communication strategies,
- Examine technologies relevant to specific media and communication formats,
- Transfer creative processes behind media products in regard to factors of realization to management decisions,
- Work iteratively to appraise progress and manage effective documentation,
- Organise choreographic and performance agendas,
- Relate the context for media creation with respect to international and intercultural differences, ethics, media law and industry perspectives

Content of the module

- Development of specific media and communication strategies appropriate to their organisational objectives, programmes and industry standards
- Organisation and management of specific project portfolios (story, production scripts, technique requirements, marketing, etc.)
- Realisation of media and communication portfolios using interdisciplinary production techniques
- Management of effective documentation
- Collaborative team working skills and organisation techniques
- Evaluation of work to date and final outcomes
Media Strategies, Operations and Law

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

– Relate business models, workflows, value and supply chains in media companies to financial and legal contexts,
– Compare and analyse the structures and strategies of different international media companies,
– Differentiate various concepts of media financing and explain the relationship between media finance and advertising,
– Transfer general and specific guidelines of media law to national and international cases (EU law, intellectual property, broadcasting, privacy, e-commerce, etc.) to specific business aspects
– Position media in competitive markets from the point of view of a media company, modify positioning according to changing market requirements and adapt them to international target markets

Content of the module

– Financial strategies for media industries
  ▪ Business models
  ▪ Mergers, acquisitions, alliances
– Value chains
  ▪ Workflow and supply chain
  ▪ Products and production
  ▪ Organizational aspects in media industries
  ▪ Distribution, marketing and sales
– Financial resources for media industries
– Aspects of media law
  ▪ International and EU Law
  ▪ Intellectual property
  ▪ Open source, free culture
  ▪ Broadcasting
  ▪ Privacy
  ▪ E-commerce
Key Concepts for the Study of Management as Culture: Cultural Turns

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Explain the cultural turn in the humanities.
- Provide an overview of the development of different cultural turns from the perspective of the history of theories.
- Differentiate between the individual cultural turns and reflect on their significance for society.
- On the basis of this, observe and describe economy as a cultural phenomenon.

Content of the module

- Foundations of cultural theory
- Key concepts for the study of culture, i.e. an overview of key cultural turns and their relevance for the study of management and the economy as a cultural phenomenon:
  - Interpretive turn
  - Visual / Iconic turn
  - Performative turn
  - Spatial turn
  - Postcolonial turn
  - Translational turn
- Critical comparison of the cultural turns and their potential for the study of management
Controlling - Leading for Results

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

- To identify management based on targets and performance indicators as a controlling instrument for entrepreneurial response.
- To describe the demands and expectations of the different stakeholders with regard to controlling.
- To define and apply key performance indicators (KPIs).
- To analyze and critically examine the performative character of financial models, indicators, result presentations and the communicative rituals related to these.
- To understand the computational presentation of entrepreneurial activity as the language of financial management of a company and as a social construction.

Content of the module

- Management by Objectives
- The role of feedback in decision making
- Performance measurement
- Functions of performance measurement (evaluation, controlling, budgeting, incentives, learning, improvements)
- Key Performance Indicators (KPI) and financial ratios
- Performativity of financial models
- The construction of discourses
Business Analysis

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

– To interpret economic, entrepreneurial, and organizational actions & practice and evaluate them with regard to their heuristic value and practical use.
– To apply and, if relevant, triangulate suitable qualitative and quantitative methodologies and methods to empirically analyze and interpret a specific research subject.
– To analyze and critically reflect on the conditions and limitations of management activity & practice within an organization.
– To analyze and critically reflect on external conditions of management activity in a national and international context.
– To identify, anticipate, and evaluate the interplay between factors and realities of the external business environment and internal spheres of organizations in an integrative way.

Content of the module

– Analysis of the political, economic, socio-cultural, technological, ecological, and legal conditions
– Overview of selective quantitative and qualitative research methods (surveys and questionnaires, observation and ethnography, interviews and narratives)
– Interpretation and triangulation of qualitative and quantitative research
– Stakeholder Theory and Analysis
Rhetorics and Stylistics

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

- To identify and implement rhetorical techniques and figures
- To use different means of communicative styles for the construction of social meaning. Understand the significance of personality of any communicational situation
- To reflect on and adjust the effects of their verbal and nonverbal behavior on others.
- To examine the personal skill of talk and verbal interaction and other communicative codes on stage.
- To discover and practice rhetorics and stylistics as a skill and an art.

Content of the module

- Reflect and explore own rhetorical skill
- Perform in front of the group in various settings (solo, group, pair)
- Learn about different intentions, purposes and occasions
- Relevance of personal talent, social skill and attitude
- Possibilities to structure and plan a presentation or performance
- Explore elements to support the message (using imagination, metaphors, humor, etc.)
- Improvise in discussions
- Perform freely within a concept
- Be able to create atmosphere in a specific business context
- Connect with the audience in a convincing way (explore entertainment, heartiness yet in a professional way)
- Dare to take risks to shape own style.
Creativity on Context

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

- To present and evaluate the current state of creativity research.
- To describe and critically examine creativity as an individual (psychological) phenomenon.
- To reflect on empirical methods of creativity diagnostics
- To overcome personal approaches in order to break through the context dependency of individual creativity with a multidisciplinary approach.
- To compare and evaluate different socio-individual theoretical.
- To develop creativity as a communicative phenomenon that is performed by groups and organizations.

Content of the module

- P-dimensions of creativity
  - Person
  - Product
  - Process
  - Place
- Psychology of creativity
  - Characteristics of creative people
  - Models of the creative process
- Methods of creativity diagnostics
  - Psychometric methods
  - Experimental techniques
  - Biographical and case study techniques
  - Multi-methodological methods
- Socio-individual theoretical approaches:
  - Component model
  - System model
  - Interaction approach
- Communication approaches:
  - Generic model of group creativity
  - Micro-interactional approach
- Creaplex approach
Culture & Society in Change: History & Trends

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

– Explain the interconnectedness of cultural and social change referring to historical examples
– Identify current fundamental areas of social and cultural transformation globally as well as locally and, based on this,
– Reflect on the challenges of making sense of transformations while they are happening,
– Reflect on the role of management and organizations in the context of social and cultural change

Content of the module

– Exemplary history and analysis of major social and cultural transformations (e.g. industrialization, the ‘1968 movement’, media transformation
– Current issues and trends of social and cultural change
– Making sense of change: challenges of contemporary perspectives on current transformations
– Organizational change and society
Identity

Duration: 1 Semester

Qualification objectives of the module

Following the successful completion of this course, students should be able to:

- Draw and model, from a constructivist point of view, the creation of a subject within a discourse
- Explain and develop “identity” as a performative repetition of a continuous instability within social orders
- Model “identity” as a result of social construction and subjectivation processes
- Model and criticize the influence of society and culture on the perception of groups and identities especially within the organizational context
- Explain inclusion and exclusion processes and social closure within society
- Reflect one’s own identity and diversity and develop an own and critical position

Content of the module

- Definition and foundations of diversity, identity and society
- Historical and philosophical significance of the concept of identity
- Theoretical and methodological perspectives in identities research
- Identity concepts e.g. gender or age identity
- Relational singularities and identities
- Subjectivation
- Superdiversity
Approaching Brand

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

- To critically debate and reflect on the current discourse on brands and brand management.
- To understand the mutual importance of brands and culture/the market/consumption.
- To contrast the systems theory/constructivist approaches to brand theory with traditional approaches.
- To practice qualitative market research methods and differentiate them from quantitative methods.

Content of the module

- The current discourse on brands
  - Brand symbolism
  - Brand meaning and value
  - Critical brand consumption
  - Brands and multimedia
  - Branding and corporate social responsibility
- Brand approaches
  - Functional and technical perspective
  - Personality and identity perspective
  - Social and (inter)cultural perspective
  - Semiotic and systemic perspective
- Brand and market research
  - Quantitative techniques
  - Qualitative techniques
  - Ethnographic methods
  - Projective techniques
  - Mixed methods, triangulation
Business Modeling

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Sketch and design a complex business interaction in value creation by using the basic elements of the business modeling
- Critically reflect the development and application of business modeling methods
- Identify and evaluate the financial, cultural and organizational interdependencies between various building blocks with a strong emphasis on the constructivist finance perspective
- Compose and recommend business models for a wide variety of product- and service offerings depending on the diversity of socio-economic factors
- Critique and assess founders and CEOs on possible improvement of their current business model

Content of the module

- Various methods of business modeling including the Business Modell Canvas
- Experimental techniques to map tangible business models
- Ethnographic research methods to identify business model building blocks and their interdependencies
- Historical development of business modeling methods
- Financial, cultural and organizational interdependencies between building blocks of a business model
- Socio-economic factors influencing business models
- Practical examples
New Media Culture

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able:

- To understand how social relationships, working forms, consumer products and aesthetic designs change under conditions of network culture.
- To differentiate between the influence of network culture on everyday culture and the influence of everyday culture on network culture.
- To analyze media practices as culture phenomena using inter-disciplinary methods.
- To study new cultural phenomena triggered by the network.
- To examine the formation of own ethical standards, aesthetic patterns and performatives in the network.
- To question the specific communication of network culture as the interaction of digital identities

Content of the module

- "Linked" From the individual to the network being
- "Memes" The Web as a breeding ground for culture
- "Gamification" The whole life is a quiz
- "(Transmedia) storytelling" From cave walls to pin boards
- "Always on" Opportunities and limits of total availability
- "Participation" The interactive Web and its cultural implications - "Netiquette"
  In search of digital etiquette
- "Ultra fandom" Addicted to flow and immersion
- "Leaked" About the end of privacy; culture for free – visual surveillance
- "Shit storms" Social media as a turning point in debate culture
- "Avatar" Web and identity
- "Net smart" Key competencies in a networked world
- Digital media settings, hyper-sociality, hyper-reality, constructions of reality, staging techniques
- Digital media theories
Approaching Sustainability

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to:

- Reconstruct and de-construct the genealogical formation of sustainability as a contested concept.
- Understand sustainability as an integral approach combining ecological, economic, societal, and cultural aspects including their conflicts.
- Re-evaluate the meaning of economic prosperity in relation to socio-cultural values and the ‘limits to growth’
- Understand and utilize concepts like ‘green growth’, ‘décroissance’ / ‘degrowth’ and ‘post growth’
- Apply these conflicting and paradoxical insights about sustainability in order to transform social, economic and business practices

Content of the module

- History of sustainability and the ‘making of a concept’
- Key ideas and conflicts within sustainability
- Central documents and events: From ‘Limits to growth’ to the ‘Green Economy’ and ‘Degrowth’
- The political economy of sustainability
- Managerial aspects, tools and standards
- Sustainable transitions: theory and application
- Current issues in sustainability
Becoming a Tourist

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to

- Differentiate various theoretical frameworks and approaches to tourism and especially the tourist.
- Analyze tourism and touristic behavior from an interpretive perspective.
- Conceptualize tourism mobilities as performative and spatial practices that help to shape identities.
- Apply the concept of “being a tourist” to home, leisure and everyday life.

Content of the module

- New perspectives on leisure and tourism in the areas of identities, representation, culture and practice
- The nature of tourism consumption in the everyday
- Beyond representational theories into embodied performances
- Fluid constructions of places and sites
- Ethnographic research in tourism