

Bachelor-Studiengang

**Internationales  
Eventmanagement**

Modulbeschreibungen



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## Zielsetzung

Ziel des Studiengangs „Internationales Eventmanagement“ ist der Erwerb der wissenschaftlichen und praktischen Fähigkeit, orts- und zeitgebundene Treffen einer Vielzahl von Menschen mit dem Ziel des Informations- und Güteraustausches, der Wissensgenerierung, der Netzwerkbildung und Unterhaltung sowie der Stiftung eines emotionalen Zugehörigkeitsgefühls zu konzipieren, zu organisieren und zu evaluieren, wobei Grundsätzen sozialer Verantwortung und ethischen Handelns kontinuierlich gefolgt wird. Die Absolventen können über das in der Vergangenheit das Berufsfeld prägende Erfahrungswissen hinaus den Aufbau solcher Transaktionsmarktplätze – auch im internationalen Kontext – mit wissenschaftlichen Methoden konzipieren, vorhandene Ansätze analysieren, die Wirkung evaluieren und bereits etablierte Unternehmensstrategien innovativ weiterentwickeln. Durch die interdisziplinäre Verknüpfung von generellen Management-Kompetenzen mit spezifischen Branchenkenntnissen und kommunikationswissenschaftlichen, soziologischen, psychologischen, wirtschaftsgeografischen und volkswirtschaftlichen Kompetenzen wird der Studiengang zu einer weiteren akademischen Professionalisierung der in Deutschland noch jungen Disziplin „Eventmanagement“ beitragen. Die Absolventen sind in der Lage, Dienstleistungen und Produkte für Anbieter und Nachfrager in der Messe-, Kongress-, Kulturveranstaltungs- und Sportveranstaltungsindustrie zu entwickeln und damit verbunden neue Märkte und Geschäftsmodelle zu erschließen, Interaktion zu institutionalisieren und alle darauf bezogenen Management-Funktionen wahrzunehmen.



## Curriculumsübersicht

Curriculumsübersicht - "Internationales Eventmanagement"												
Modul-Code	Bezeichnung	Semester						Gesamt			Prüfungsleistungen	Gewicht für Gesamtnote
		1	2	3	4	5	6	SWS	Selbst	ECTS		
5.1.1 EIEM	Einführung in Theorie und Praxis des in	6						4	124	6	Referat	3,0%
0.1.1 EMQM	Einführung in das Management und se	10						8	188	10	KL 240	5,0%
0.1.2 BENV	Business Environment	5	5					8	188	10	Case Study	5,0%
0.1.3 WISS	Einführung in das wissenschaftliche Ar	5	5					8	188	10	Lernportfolio	5,0%
0.1.4 EFL1	English as a Foreign Language 1	4						4	64	4	KL 90; Test	2,0%
5.2.1 MAEI	Märkte und Akteure der Eventindustrie		6					5	110	6	KL 120	3,0%
0.2.1 MKK	Märkte, Kultur und Kommunikation		5					3	108	5	Referat	2,5%
0.2.2 STRA	Grundlagen des strategischen Mgmts.		5					3	108	5	KL 120	2,5%
0.2.3 EFL2	English as a Foreign Language 2		4					4	64	4	KL 90; Test	2,0%
5.3.1 SEDD	Sustainable Events: Development and Design		6					3	138	6	Seminar Paper	3,0%
5.3.2 EMRP	Events Marketing and (Re-)Positioning		6					3	138	6	Exam. 120	3,0%
0.3.1 IPRO	Introductory Company Project		6					6	96	6	Project Work	3,0%
0.3.2 RESO	Resources: Financial Resources, HR, Organizatio		6					6	96	6	Presentation	3,0%
0.3.3 xxx	Foreign Language 2.1			6				4	124	6	Exam. 90; Test	3,0%
0.3.3 ARA1	Arabic 1											
0.3.3 CH11	Chinese 1											
0.3.3 FRA1	French 1											
0.3.3 ITA1	Italian 1											
0.3.3 JAP1	Japanese 1											
0.3.3 POR1	Portuguese 1											
0.3.3 RUS1	Russian 1											
0.3.3 SPA1	Spanish 1											
5.4.1 LOCA	Exh., Conv., Sports & Cult. Events: The Locations Dime		6					4	124	6	Seminar Paper	3,0%
5.4.2 OPER	Exh., Conv., Sports & Cult. Events: The Operations Dime		6					4	124	6	Learner's Portf	3,0%
0.4.1 APRO	Advanced Company Project				6			4	124	6	Project Work	3,0%
0.4.2 MACC	Managerial Accounting				6			4	124	6	Exam. 180	3,0%
0.4.3 xxx	Foreign Language 2.2				6			4	124	6	Exam. 90; Test	3,0%
0.4.3 ARA2	Arabic 2											
0.4.3 CH12	Chinese 2											
0.4.3 FRA2	French 2											
0.4.3 ITA2	Italian 2											
0.4.3 JAP2	Japanese 2											
0.4.3 POR2	Portuguese 2											
0.4.3 RUS2	Russian 2											
0.4.3 SPA2	Spanish 2											
5.5.1 CIEM	Current Issues in International Event Management: Resea				6			4	124	6	Written Assign	3,0%
5.5.2 INIEVM	Internationalization in the Events Industry: Field Studies				6			4	124	6	Presentation	3,0%
0.5.1 EIMx	Elective: Ethics in Management				6			3	138	6	Essay	3,0%
0.5.2 CHIN	Change and Innovation				6			3	138	6	Learner's Portf	3,0%
0.5.3 xxx	Elective: Culture and Language				6			x	xxx	6	xxx	3,0%
0.5.3 xxx	Foreign Language 2.3							4	124	6	Exam. 90; Test	
0.5.3 ARA3	Arabic 3											
0.5.3 CH13	Chinese 3											
0.5.3 FRA3	French 3											
0.5.3 ITA3	Italian 3											
0.5.3 JAP3	Japanese 3											
0.5.3 POR3	Portuguese 3											
0.5.3 RUS3	Russian 3											
0.5.3 SPA3	Spanish 3											
0.5.3 xxx	Host Language							4	124	6	Exam. 90	
0.5.3 xxx	Area Studies							4	124	6	Presentation	
0.6.1 INTS	Internship							18	480	18	Internsh. Anal	9,0%
0.6.2 BACH	Bachelor Thesis including its Defence							12	360	12		16,0%
<b>ECTS/Semester</b>		<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>					<b>100,0%</b>
Summe Semesterstunden												
Summe Workload (WL)		900	900	900	900	900	900					
WL-Stunden/Jahr		1800	1800	1800	1800	1800	1800					





## Einführung in Theorie und Praxis des Internationalen Event Managements

**Status: Januar 2014**

Modul-Nr./ Code	5.1.1 EIEM
Modulbezeichnung	Einführung in Theorie und Praxis des Internationalen Event Managements
Semester oder Trimester	1. Semester
Dauer des Moduls	Einsemestrig
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Grundlage für alle folgenden fachspezifischen Module.  Keine Verwendbarkeit für andere Studiengänge.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Louise Bielzer
Name der/des Hochschullehrer/s	Prof. Dr. Louise Bielzer
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	6
Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 180 Stunden (Kontaktzeit = 56 Stunden, Selbststudium = 124 Stunden)
SWS	4
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Referat (schriftliche Ausarbeitung 60 %, mündlicher Vortrag und Diskussion 40 %) § 14 (5) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	3 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul erfolgreich

	<p>absolviert haben, sind in der Lage,</p> <ul style="list-style-type: none"> <li>– die Eventbranche zu definieren, in einen soziokulturellen Kontext einzuordnen, hinsichtlich ihrer unterschiedlichen Facetten und Perspektiven zu beschreiben und gegenüber anderen Dienstleistungsbranchen abzugrenzen,</li> <li>– relevante Journals und Fachzeitschriften hinsichtlich ihrer Zielgruppen, inhaltlichen Ausrichtung, Erscheinungsmodi etc. zu beschreiben,</li> <li>– die quantitativen und qualitativen Dimensionen des Gesamtsystems „Eventwirtschaft“ und der verschiedenen Subsysteme darzustellen und zu diskutieren (Rekurs auf systemtheoretische Perspektive),</li> <li>– am Beispiel eines realen Fallbeispiels die in der Branche angewandten Methoden und Instrumente feststellen und einordnen zu können,</li> <li>– den Stand der Theoriebildung und wissenschaftlichen Auseinandersetzung mit aktuellen Themen der Eventwirtschaft zu erkennen</li> </ul>
Inhalte des Moduls	<ul style="list-style-type: none"> <li>– Einordnung des Fachgebiets Eventmanagement als wissenschaftliche Disziplin (Forschungsstand, Fachliteratur etc.)</li> <li>– Vorstellung relevanter Journals und Fachzeitschriften hinsichtlich ihrer Zielgruppen, inhaltlichen Ausrichtung, Erscheinungsmodi etc.</li> <li>– Einordnung der Eventwirtschaft in generelle wirtschaftliche und sozialwissenschaftliche Disziplinen (Bezug zur Betriebswirtschaft, Volkswirtschaft, Sozialwissenschaften etc.)</li> <li>– Charakteristika und Strukturen der Eventwirtschaft in der Praxis</li> <li>– Inhaltliche Dimensionen der Eventwirtschaft im Überblick (Hardware, Software, Wirtschaftlichkeit (Wertschöpfungskette etc.), Organisation, Akteure und Netzwerke)</li> <li>– Analyse und Bewertung ausgewählter Praxisbeispiele unter Hinweis auf gängige Methoden und Instrumente</li> </ul>

<p>Lehr- und Lernmethoden des Moduls</p>	<p>interaktive Vorlesung  Anwendungsübungen mit Internetrecherche  Übungen in Gruppenarbeit  Praxisbeispiele  Selbststudium</p>
<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge etc.)</p>	<p>Nach Möglichkeit werden Exkursionen zu ausgewählten Veranstaltungsstätten bzw. Veranstaltungen in das Modul integriert, um den Studierenden die Möglichkeit zum persönlichen Erleben ausgewählter Akteure sowie zur eigenen Netzwerkbildung (z. B. im Hinblick auf Praktika oder den späteren Berufseinstieg) zu bieten.  Darüber hinaus werden zur Ergänzung der Vermittlung theoretischen Wissens Gastvorträge verschiedener, in der Praxis Tätiger angeboten.</p>
<p>Literatur  (Pflichtlektüre/zusätzlich empfohlene Literatur)</p>	<p><u>Pflichtlektüre:</u></p> <p><b>Bachmann-Medick, Doris</b> (2009): Cultural Turns: Neuorientierungen in den Kulturwissenschaften. 3. Aufl., Reinbek bei Hamburg: Rowohlt-Taschenbuch-Verl., (Rororo ; 55675 : Rowohlts Enzyklopädie), 58-103.</p> <p><b>Bielzer, Louise; Wadsack, Ronald</b> (2011): Betriebswirtschaftliche Herausforderungen des Managements von Sport- und Veranstaltungsimmobilien. In: Bielzer, Louise; Wadsack, Ronald (Hrsg.): Betrieb von Sport- und Veranstaltungsimmobilien: Managementherausforderungen und Handlungsoptionen. Frankfurt am Main: Lang. (Blickpunkt Sportmanagement; Bd. 3), 53-127.</p> <p><b>Schulze, Gerhard</b> (2005): Die Erlebnisgesellschaft: Kultursoziologie der Gegenwart, 2. ed., Frankfurt am Main: Campus, 34-53.</p> <p><b>Zanger, C.</b> (Hrsg.) (2010): Eine Einführung. In: Stand und Perspektiven der Eventforschung Wiesbaden: Gabler Verlag, 3-12.</p> <p><u>Zusätzlich empfohlene Literatur zur Vertiefung einzelner Bereiche:</u></p>

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

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

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

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

**Kirchgeorg, Manfred et al.** (Hrsg.) (2012): Handbuch Messemanagement. Planung, Durchführung und Kontrolle von Messen, Kongressen und Events. 2. Aufl., Wiesbaden: Gabler.

**Einführung in das Management  
und seine quantitativen Methoden**

**Status: Januar 2014**

Modul-Nr./ Code	0.1.1 EMQM
Modulbezeichnung	Einführung in das Management und seine quantitativen Methoden
Semester oder Trimester	1. Semester
Dauer des Moduls	Ein Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	-
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses Modul ist Grundlage des Management Cycle und hat insbesondere Bezüge zu BENV (analyze), STRA (plan), RESO (do), MACC (check), CHIN (act), zu den in besonderer Weise profilbildenden Modulen MKK und EIM sowie zu dem studiengangsspezifischen Modul CIEM. Das Modul ist Bestandteil der Studiengänge IMK, IMA, IEM, ITM, IEVM, KKM und IMM.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Lutz Becker
Name der/des Hochschullehrer/s	Prof. Dr. Lutz Becker, Prof. Dr. Bernd Ankenbrand, Prof. Dr. Henk van Elst, Prof. Dr. Wendelin Küpers, Joachim Scheiderer, Regina Grosch-Hettlich, Isabella Huber, Andreas Zeh-Marschke
Lehrsprache	Deutsch

Zahl der zugeteilten ECTS-Credits	10
Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 300 Stunden (Kontaktzeit = 112 Stunden, Selbststudium = 188 Stunden)
SWS	8
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Klausur 240' am Ende des Semesters § 14 (2) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	5 %
Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,</p> <ul style="list-style-type: none"> <li>– das Rollenbild des Managers im Kontext der Unternehmung und anderer Organisationen sowie in der Gesellschaft zu beschreiben und ausgewählte Aufgabenstellungen des Managements mit Hilfe geeigneter und insbesondere auch quantitativer Methoden zu lösen. Insbesondere sind sie in der Lage,</li> <li>– Grundfragen des Managements sowie Bedeutung, Aufgaben und Rollen des Managers in unterschiedlichen Organisationen aus verschiedenen Perspektiven zu beschreiben</li> <li>– die wesentlichen Akteure und Institutionen des unternehmerischen Handelns zu definieren, zu unterscheiden und ihr Zusammenwirken zu erläutern</li> <li>– allgemeines und funktionales sowie normatives, strategisches und operatives Management in Zielen und Aufgaben zu differenzieren</li> <li>– das Konzept der Wertkette darzustellen und die primären, steuernden und unterstützenden Prozesse der Wertkette (nach M. E. Porter) zu unterscheiden</li> <li>– Management als Querschnittsfunktion zur Planung, Steuerung und Kontrolle des Ressourceneinsatzes und des Zusammenwirkens der Sachfunktionen anhand des PDCA-Zyklusses zu beschreiben</li> <li>– zu unterscheiden, welche Managementsituationen mit Hilfe</li> </ul>

	<p>welcher Methoden (analytisch, quantitativ, qualitativ, interpretativ) am besten bewältigt werden können</p> <ul style="list-style-type: none"> <li>– Die Finanzströme entlang der Wertkette zu benennen sowie die Bedeutung und Prinzipien des Rechnungswesens, der Finanzierung und der Investitionsrechnung beschreiben zu können.</li> <li>– Aufgaben der linearen Algebra und der Analysis zu lösen und auf konkrete Fragestellungen der Managementlehre anzuwenden</li> <li>– das Gelernte auf aktuelle Fragestellungen und in ausgewählten Fallbeispielen anzuwenden und, auch im Hinblick auf die eigene Verortung im Studium, kritisch zu hinterfragen.</li> </ul>
<p>Inhalte des Moduls</p>	<ul style="list-style-type: none"> <li>– Historische Entwicklungsschritte und ausgewählte Konzeptionen des Managements</li> <li>– Das multifunktionale sozio-technische System Unternehmung, dargestellt anhand der Wertkette nach M. E. Porter</li> <li>– Ziele und Aufgaben des allgemeinen und funktionalen Managements sowie des Projektmanagements</li> <li>– Die normative, strategische und operative Ebene des Managements</li> <li>– Rollen, Aufgaben und Kompetenzen im Management und deren kritische Reflexion aus kulturalistisch-konstruktivistischer Perspektive</li> <li>– Die Ressourcen der Unternehmung und der situative Einsatz der Instrumente des Managements, insbesondere Zielsetzung, Planung, Organisation/Delegation und Kontrolle unter Komplexitäts- und Ambiguitätsbedingungen</li> <li>– Grundkenntnisse der Finanzierung</li> <li>– Grundlagen des internen und externen Rechnungswesens (jeweils nach HGB und IFRS)</li> <li>– Verständnis von Investition und Unternehmensbewertung</li> <li>– Lineare Algebra: Lösen linearer Gleichungssysteme mit dem Gaußschen Algorithmus; Anwendung auf Leon-</li> </ul>

	<p>tiefesches Input–Output–Produktionsmodell.</p> <ul style="list-style-type: none"> <li>– Lineare Optimierung: graphisches Lösen von Problemen mit zwei Variablen; systematisches Lösen mit der Simplexmethode.</li> <li>– Finanzmathematik: Zinseszinsrechnung; Tilgung in gleichen Annuitäten; Rentenrechnung; Abschreibung.</li> <li>– Analysis: Differentiation reeller Funktionen einer Variablen. Diskussion gängiger ökonomischer Funktionen einer Variablen; Berechnung ihrer Nullstellen, Extremwerte und Wendepunkte wie z.B. Gewinnschwellen, -grenzen oder Gewinnmaxima. Beschreibung absoluter/relativer Änderungen/Änderungsraten ökonomischer Funktionen einer Variablen; Elastizität: elastisches, unelastisches und proportional-elastisches Verhalten. Einfache Integrationsregeln für reelle Funktionen einer Variablen. Berechnung von Konsumenten- und Produzentenrenten.</li> </ul>
<p>Lehr- und Lernmethoden des Moduls</p>	<p>Interaktive Vorlesung, Übungen zur Anwendung quantitativer Methoden auf Aufgabenstellungen des Management Fallstudien</p>
<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)</p>	<p>Die einzelnen Unterrichtseinheiten werden als „Ringvorlesung“ gehalten, von inhaltlich parallelen Unterrichtseinheiten in quantitativen Methoden begleitet und in Übungseinheiten integriert werden. Die Koordination wird durch die Modulverantwortlichen sichergestellt (Detailliertes Curriculum, gemeinsame Folienskripte, Briefing-/De-Briefing)</p>
<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)</p>	<p><u>Pflichtlektüre:</u></p> <p><b>Schreyögg, Georg, Koch, Jochen</b> (2010): Grundlagen des Managements: Basiswissen für Studium und Praxis. 2. Aufl., Wiesbaden: Gabler.</p> <p><b>Meffert, Heribert, Burmann, Christoph,</b></p>



**Kirchgeorg, Manfred** (2012): Marketing: Grundlagen marktorientierter Unternehmensführung. 11. Aufl., Wiesbaden: Gabler.

**Bauer, Christian et al.** (2008): Mathematik für Wirtschaftswissenschaftler. 5. Aufl., Stuttgart: Schäffer-Poeschel.

**Thommen, Jean-Paul, Achleitner, Ann-Kristin** (2012): Allgemeine Betriebswirtschaftslehre - Umfassende Einführung aus managementorientierter Sicht. 7. Aufl., Wiesbaden: Gabler.

**Burr, Wolfgang, Stephan, Michael, Werkmeister, Clemens** (2011): Unternehmensführung. 2. Aufl., München: Vahlen.

**van Elst, Henk** (2009–2012): Wirtschaftsmathematik – Vorlesungsskript zu quantitativen Methoden. Karlsruhe: Karlshochschule International University.

Zusätzlich empfohlene Literatur:

**Daft, Richard L.** (2012): New era of management. 11. ed., int. ed., Belmont: Cengage. [Ausgewählte Kapitel]

**Brealey, Richard A., Myers, Stewart, Allen, Franklin** (2011): Principles of Corporate Finance. Concise ed., 2. ed., New York: McGraw-Hill Education. [Ausgewählte Kapitel]

**Bosch, Karl.** (2012): Mathematik für Wirtschaftswissenschaftler. 15. Aufl., München: Oldenbourg.

In der Veranstaltung werden weitere Schriften, wie Textauszüge, Fallbeispiele und Übungsaufgaben zur Verfügung gestellt.



## Business Environment

**Status: Januar 2014**

Modul-Nr./ Code	0.1.2 BENV
Modulbezeichnung	Business Environment
Semester oder Trimester	1. und 2. Semester
Dauer des Moduls	2 Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses Modul ist Teil des Management Cycle (analyze) und hat insbesondere Bezüge zu EMQM, STRA (plan), RESO (do), MACC (check), CHIN (act), zu den in besonderer Weise profilbildenden Modulen MKK und EIM, zum Wahlpflichtmodul ARST sowie zu den studiengangsspezifischen Modulen MAEI, SEDD und EMRP. Das Modul ist Bestandteil der Studiengänge IMK, IMA, IEM, ITM, IEVM, KKM und IMM.
Modulverantwortlicher/Modulverantwortliche	Prof. Michael Gassner
Name der/des Hochschullehrer/s	Prof. Dr. Michael Gassner Dr. Stefan Jäger Prof. Manfred Schmitz-Kaiser Ekaterina Zatonova
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	10
Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 300 Stunden (Kontaktzeit = 112 Stunden, Selbststudium = 188 Stunden)

SWS	8
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Case Study am Ende des 2. Semesters § 14 (12) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	5 %
Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,</p> <ul style="list-style-type: none"> <li>– politische, ökonomische, sozio-kulturelle, technologische, ökologische und rechtliche Einflussfaktoren auf unternehmerisches Handeln auf lokaler, regionaler, nationaler und internationaler Ebene und deren Wechselwirkungen zu beschreiben,</li> <li>– aktuelle ökonomische Problemstellungen und die wesentlichen Theorieansätze und Modelle der Makroökonomie darzustellen, einzuordnen und zu interpretieren,</li> <li>– die grundlegenden Rahmenbedingungen, Akteure, Institutionen und Instrumente (wirtschafts-) politischen Handelns darzustellen und politische Entscheidungen über die Verwendung gesellschaftlicher Ressourcen kritisch zu interpretieren,</li> <li>– die Bedeutung der Rechtsordnung für unternehmerisches Handeln im nationalen und internationalen Kontext zu beschreiben und unternehmerische Gestaltungsaufgaben mit den Mitteln des Privat-, Wirtschafts- Handels- und Arbeitsrechts zu lösen und</li> <li>– eine Pestel-Analyse durchzuführen.</li> </ul>
Inhalte des Moduls	<ul style="list-style-type: none"> <li>– Politische, ökonomische, soziale, technologische, ökologische und rechtliche Rahmenbedingungen unternehmerischen Handelns</li> <li>– Träger, Instrumente und Ziele der Wirtschaftspolitik</li> <li>– Die Bedeutung politischer Institutionen und Beziehungen für unternehmerisches Handeln</li> <li>– Wirtschaftsordnungen</li> <li>– Grundbegriffe der VWL</li> <li>– Kreislaufanalyse und volkswirtschaftliche Gesamtrechnung</li> <li>– Entwicklung wirtschaftlicher Indikatoren</li> </ul>

	<ul style="list-style-type: none"> <li>– Hauptgebiete der Makroökonomie</li> <li>– Gesellschaftlicher und demographischer Kontext unternehmerischen Handelns</li> <li>– Recht als Ordnungselement gesellschaftlichen Zusammenlebens und als Standortfaktor</li> <li>– Öffentliches Recht: Freiheitsgarantie und verlässliche Rahmenbedingungen</li> <li>– Formen privatrechtlicher Gestaltung im unternehmerischen Kontext, z.B.: <ul style="list-style-type: none"> <li>○ Grundzüge des Kaufvertragsrechts</li> <li>○ Grundzüge des Werkvertragsrecht</li> <li>○ Grundzüge des Gesellschaftsrechts</li> <li>○ Grundzüge des Handelsrechts</li> <li>○ Grundzüge des Arbeitsrechts</li> </ul> </li> <li>– Vergleich unterschiedlicher Rechtskulturen und (Rechts-)formen grenzüberschreitenden Handelns</li> <li>– PESTEL-Analyse</li> </ul>
<p>Lehr- und Lernmethoden des Moduls</p>	<p>Kombination aus interaktiver Vorlesung, Übung, Selbststudium:  Interaktive Vorlesung (Instruktion)  Übung mit Fallstudien zu Standortentscheidungen und Länderanalysen (angeleitete Konstruktion durch Studierende)  Selbststudium zur eigenständigen Vor- und Nachbereitung (Konstruktion und Reflektion)</p>
<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)</p>	<p>Fallstudien, Planspiele, Simulation, Exkursion zu politischen Institutionen oder Unternehmen mit aktuellen Standortentscheidungen</p> <p>Themen der Gastvorträge internationaler Experten sind „Auswirkungen wirtschaftlicher und politischer Entwicklungen auf die internationale Sicherheit sowie politische und wirtschaftliche Beziehungen“ (z.B. Planspiel „Politik und internationale Sicherheit (POL&amp;IS)“ als viertägige Klausurtagung und Exkursion)</p>
<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)</p>	<p><u>Pflichtlektüre:</u></p> <p><b>Worthington, Ian, Britton, Chris</b> (2009): The Business Environment. 6. ed., Harlow (u.a.): Financial Times Prentice Hall.</p> <p><b>Kerth, Klaus, Asum, Heiko, Stich, Volker</b> (2011): Die besten Strategietools in der</p>

Praxis: welche Werkzeuge brauche ich wann? Wie wende ich sie an? Wo liegen die Grenzen? 5. Aufl., München: Hanser.

**Capon, Claire** (2009): Understanding the business environment. 3. ed., Harlow (u.a.): Financial Times Prentice Hall.

**Gassner, Michael** (2008): PESTEL – Strategie zur Beherrschung externer Risiken. Düsseldorf: Symposion.

**Bofinger, Peter** (2011): Grundzüge der Volkswirtschaftslehre: eine Einführung in die Wissenschaft von Märkten. 3. Aufl., München (u.a.): Pearson Studium. [excerpts]

**Chamberlin, Graeme, Yueh, Linda Y.** (2006): Macroeconomics. London: Thomson Learning. [excerpts]

**Führich, Ernst** (2010): Basiswissen des Bürgerlichen Rechts und des Handels- und Gesellschaftsrechts für Wirtschaftswissenschaftler und Unternehmenspraxis. 10. Aufl., München: Vahlen. [excerpts]

**Rudzio, Wolfgang** (2011): Das politische System der Bundesrepublik Deutschland. 8. Aufl., Wiesbaden: VS Verlag. [excerpts]

Zusätzlich empfohlene Literatur:

**Englmann, Frank C.** (2007): Makroökonomik. Stuttgart: Kohlhammer.

**Guckelsberger, Ulli, Kronenberger, Stefan** (2009): Grundzüge der Volkswirtschaftslehre: Lehr- und Übungsbuch. 5. Aufl., Ludwigshafen: Kiehl.

**Mankiw, Gregory N., Taylor, Mark P.** (2012): Grundzüge der Volkswirtschaftslehre. 2. Aufl., Stuttgart: Schäffer-Poeschel.

**Johnson, G., Scholes, K., Whittington, R.** (2009): Exploring corporate Strategy: text & cases. 8. ed., Harlow (u.a.): Financial Times Prentice Hall.

**Macharzina, Klaus, Wolf, Joachim** (2012):  
Unternehmensführung: das internationale  
Managementwissen, Konzepte – Methoden –  
Praxis. 8. Aufl., Wiesbaden: Gabler.

Zeitschriften:

**Journal of International Business Studies:**  
**JIBS:** a publication of the Academy of  
International Business and the Western  
Business School. Basingstoke (u.a.):  
Palgrave Macmillan.





**Einführung in das wissenschaftliche Arbeiten  
und die empirische Sozialforschung**

**Status: Januar 2014**

Modul-Nr./ Code	0.1.3 WISS
Modulbezeichnung	Einführung in das wissenschaftliche Arbeiten und die empirische Sozialforschung
Semester oder Trimester	1. und 2. Semester
Dauer des Moduls	Zwei Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	-
Häufigkeit des Angebots des Modul	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses Grundlagenmodul hat Bezüge zu allen studiengangspezifischen Modulen sowie allen Modulen des General Managements und insbesondere zu dem studiengangsspezifischen Modul CIEM. Das Modul ist Bestandteil der Studiengänge IMK, IMA, IEM, ITM, IEVM, KKM und IMM.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Henk van Elst
Name der/des Hochschullehrer/s	Prof. Dr. Henk van Elst, Prof. Dr. Wendelin Küpers, Prof. Dr. Christian Stiegler, Prof. Dr. Michael Zerr, Prof. Dr. Martin Zierold, Prof. Dr. Cordula Braedel-Kühner
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	10
Gesamtworkload und ihre Zusammen- setzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 300 Stunden (Kontaktzeit = 112 Stunden, Selbststudium = 188 Stunden)

SWS	8
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Lernportfolio § 14 (7) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	5 %
Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,</p> <ul style="list-style-type: none"> <li>– Methoden und Arbeitstechniken wissenschaftlichen Arbeitens und empirischer Sozialforschung sachgerecht anzuwenden und Verfahren der qualitativen und quantitativen Analyse (wie z.B. Häufigkeitsverteilungen, Lage-, Streuungs- und Konzentrationsmaße, statistische Zusammenhänge ein- und zweidimensionaler Merkmale, lineare Regression) durchzuführen,</li> <li>– verschiedene Ansätze der Wissenschafts- und Erkenntnistheorie zu interpretieren und den Zusammenhang zwischen Wissenschaftstheorie und Standards wissenschaftlichen Arbeitens in den Wirtschafts- und Sozialwissenschaften zu erläutern und</li> <li>– Texte, Grafiken, Tabellenkalkulationen und Präsentationen unter Einsatz von Standardsoftware zu erstellen, wissenschaftlich angemessen und effektiv zu kommunizieren und ihre Ergebnisse wirkungsvoll zu präsentieren.</li> </ul>
Inhalte des Moduls	<ul style="list-style-type: none"> <li>– Wissenschafts- und Erkenntnistheorie</li> <li>– Wissenschaftliche Vorgehensweise (Erkenntnisinteresse, Forschungsfrage, Theorien, Hypothesen, Methoden, Intertextueller Diskurs, Literaturrecherche)</li> <li>– Methoden der empirischen Sozialforschung einschließlich ihrer statistischen Grundlagen</li> <li>– Grundlagen der Beschreibenden und Schließenden Statistik</li> <li>– Standards wissenschaftlicher Kommunikation (z.B. Zitationsweise, Bibliographie)</li> <li>– Lern- und Arbeitstechniken</li> </ul>
Lehr- und Lernmethoden des Moduls	Vorlesungen, Übungen, Selbststudium

<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)</p>	<p>Anwendung der SPSS– und EXCEL/OpenOffice–Softwarepakete zur statistischen Datenanalyse. Integrierte Gastvorträge.</p>
<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)</p>	<p><u>Pflichtlektüre:</u></p> <p><b>Kornmeier, M.</b> (2007): Wissenschaftstheorie und wissenschaftliches Arbeiten: eine Einführung für Wirtschaftswissenschaftler. Heidelberg: Physica.</p> <p><b>Schnell, R., Hill, P. B., Esser, E.</b> (2013): Methoden der empirischen Sozialforschung. 10. Aufl., München: Oldenbourg. [Kapitel 1 bis 8]</p> <p><b>Hatzinger, R., Nagel, H.</b> (2013): Statistik mit SPSS – Fallbeispiele und Methoden. 2. Aufl., München: Pearson Studium. [Kapitel 1 bis 8]</p> <p><b>Bortz, J., Döring, N.</b> (2006): Forschungsmethode und Evaluation: für Human- und Sozialwissenschaftler. 4. Aufl., Berlin: Springer.</p> <p><b>Kleemann, F., Krähnke, U., Matuschek, I.</b> (2009): Interpretative Sozialforschung: Eine praxisorientierte Einführung. 1. Aufl., Wiesbaden: VS Verlag.</p> <p><b>van Elst, H.</b> (2008–2013): Foundations of Descriptive and Inferential Statistics. Vorlesungsskript zu quantitativ–empirischen Forschungsmethoden. eprint arXiv:1302.2525v2 [stat.AP]. [Kapitel 1 bis 5 und 9 bis 13]</p> <p><u>Zusätzlich empfohlene Literatur:</u></p> <p><b>Flick, U.</b> (2012): Designing Qualitative Research. Los Angeles (u.a.) Sage.</p>



## English as a Foreign Language 1

**Status: January 2014**

Module-Nr./ Code	0.1.4 EFL1
Module title	English as a foreign language (Business English) 1
Semester or trimester	1 <sup>st</sup> Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	English level B2
Applicability of the module	Interconnections with EFL2. This module is part of the IMC, IMA, ITM, IEVM, ACM, IEM and IMM programs.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Lee Webb, Alaa Khalil, Larissa Vilhena, Jonathan Clark, Sean McGurrin
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level B2.2  80% of assessment in a written examination (90') and 20% in a test (15' oral form [job interview simulation]: listening comprehension and oral expression) § 14 (2) / § 14 (3) SPO 01.02.2014

Weighting of the grade within the total grade	2 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– communicate in a variety of business situations in the English language,</li> <li>– know the basic terminology used in business as well as parts of the language for specific purposes and apply the terminology in practical business situations,</li> <li>– write short reports and e-mails,</li> <li>– express opinions on business topics orally, and take part in simple specific business talks. The students can also apply their oral communication skills in practical situations, such as telephoning and meetings.</li> </ul> <p>English level B2.2 (according to the Common European Framework of Reference for Languages)</p>
Content of the module	<p>Introduction to general business English terminology and the basics of vocabulary for specific purposes, introduction to business communication skills (written and oral), application of knowledge and skills in basic role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.</p>
Teaching and learning methods of the module	<p>Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production.</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>Special features are specified at the beginning of the semester.</p>
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><b>Trappe, Tonya, Tullis, Graham (2012):</b> Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman.</p> <p><b>Trappe, Tonya, Tullis, Graham (2012):</b> Intelligent business: Coursebook: upper intermediate business English. Harlow (u.a.):</p>

Pearson Longman.

**Cotton, David, Falvey, David, Kent, Simon** (2010): Market Leader: intermediate business English: Course book. Harlow (u.a.): Pearson Longman.

**Flinders, Steven, Sweeney, Simon** (1996): Business English pair work 1. London: Penguin Books.

**Crowther-Alwyn, John** (2013): Business roles: 12 simulations for business English. Cambridge: Cambridge University Press.

**Allison, John, Powell, Mark** (2009): In company: case studies. 2. ed., Oxford: Macmillan.

**Emmerson, Paul** (2010): Business grammar builder. 2. ed., Oxford: Macmillan.

Periodicals:

- The Economist: London, New York
- Newsweek: the international newsmagazine. New York
- New York Times
- Financial Times
- BBC News





## Märkte und Akteure der Eventindustrie

Status: Januar 2014

Modul-Nr./ Code	5.2.1 MAEI
Modulbezeichnung	Märkte und Akteure der Events Industry
Semester oder Trimester	2. Semester
Dauer des Moduls	einsemestrig
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	In der Regel wird das Bestehen des Moduls 5.1.1 EIAM verlangt.
Verwendbarkeit des Moduls	<p>Dieses Modul steht insbesondere im Zusammenhang mit dem Modul „Einführung in Theorie und Praxis des Internationalen Eventmanagements“ (1. Semester) in diesem Studiengang sowie den später im Curriculum inkludierten fachspezifischen Modulen „Events Marketing and (Re-)Positioning“ (3. Semester) sowie „Current Issues in International Event Management: Research Colloquium“ und „Internationalization in the Events Industry: Field Studies“ (beide 5. Semester).</p> <p>Ferner steht das Modul insbesondere im Zusammenhang mit den allgemeinen Modulen „Business Environment“ (1. Semester) sowie „Märkte, Kultur und Kommunikation“ (2. Semester).</p> <p>Keine Verwendbarkeit für andere Studiengänge.</p>
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Louise Bielzer
Name der/des Hochschullehrer/s	Prof. Dr. Louise Bielzer
Lehrsprache	deutsch

Zahl der zugeteilten ECTS-Credits	6
Gesamtworkload und ihre Zusammensetzung (z. B. Selbststudium + Kontaktzeit)	Gesamtworkload = 180 Stunden (Kontaktzeit = 70 Stunden, Selbststudium = 110 Stunden)
SWS	5
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Klausur 120' § 14 (2) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	3 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, <ul style="list-style-type: none"> <li>– 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,</li> <li>– die verschiedenen Dimensionen (Angebot und Nachfrage) der Veranstaltungsmärkte bzw. Teilmärkte im Überblick darzustellen und zu klassifizieren</li> <li>– verschiedene relevante Akteure des Eventmarktes bzw. ausgewählter Teilmärkte, ihre jeweiligen Ansprüche, Erwartungen und Bedürfnisse sowie Interaktionsmuster und Vernetzungen/Netzwerke zu unterscheiden</li> </ul>
Inhalte des Moduls	<ul style="list-style-type: none"> <li>– Marktabgrenzung, Angebots- und Nachfragedimension des deutschen und internationalen Eventmarktes (Gesamtmarkt und ausgewählte Teilmärkte wie beispielsweise Messemarkt, Kongressmarkt etc.)</li> <li>– Entwicklungslinien und aktueller Status (Merkmale, Volumina, aktuelle Trends) der Märkte bzw. Teilmärkte</li> <li>– Akteure und Stakeholder des Veranstaltungsmarktes und ausgewählter Teilmärkte: relevante Institutionen, Organisationen, Dienstleister, Ämter und Behörden (Ordnungsamt etc.), Unternehmen, Besitz- und</li> </ul>

	<p>Betriebsgesellschaften von Event Venues etc. mit ihrer jeweiligen Bedeutung, ihrem spezifischen Rollenverständnis sowie ihrer Netzwerk- und Interaktionspraxis</p> <ul style="list-style-type: none"> <li>– 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</li> </ul>
Lehr- und Lernmethoden des Moduls	<p>interaktive Vorlesung  Anwendungsübungen mit Internetrecherche  Übungen in Einzel- und Gruppenarbeit (z. B. Poster Sessions mit Kurzpräsentationen)  Fallstudien  Selbststudium</p>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge etc.)	<p>In Ergänzung der Vermittlung theoretischen Wissens werden nach Möglichkeit Gastvorträge von Vertretern zentraler Akteure der Veranstaltungsmärkte (z. B. Verbandspräsidenten, Geschäftsführer von Betriebsgesellschaften o. ä.) in das Modul eingebunden.</p>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p><u>Pflichtliteratur (prüfungsrelevant):</u></p> <p><b>Delfmann, Werner</b> (2007): Die globalisierte Messewelt dreht sich. In: Messewirtschaft 2020: Zukunftsszenarien. Berlin: AUMA, 47-64.</p> <p><b>Masterman, Guy</b> (2009): Strategic Sports Event Management. 2. ed., olympic ed., Amsterdam (u.a.): Elsevier Butterworth-Heinemann, 1-30.</p> <p><b>Rogers, Tony</b> (2013): Conferences and Conventions: a global industry. 3. ed., London [u.a.]: Routledge, 1-79.</p> <p><b>Söndermann, M. (2009):</b> Musikwirtschaft, online abrufbar unter <a href="http://www.miz.org/static_de/themenportale/einfuehrungstexte_pdf/07_Musikwirtschaft/soendermann.pdf">http://www.miz.org/static_de/themenportale/einfuehrungstexte_pdf/07_Musikwirtschaft/soendermann.pdf</a></p>

	<p><u>Zusätzliche empfohlene Literatur zur Vertiefung einzelner Bereiche:</u></p> <p><b>Jin, Xin; Weber, Karin; Bauer, Thomas</b> (2010): The State of the Exhibition Industry in China. In: Journal of Convention &amp; Event Tourism, 11(1), 2-17.</p> <p><b>Weitere Veröffentlichungen relevanter Branchenverbände</b> (inkl. Statistiken) wie z. B. ICCA, AIPC, UFI, EVVC, FAMAB, IAPCO =&gt; die jeweils neuesten Versionen werden in den Veranstaltungen bekannt gegeben</p>
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## **Märkte, Kultur und Kommunikation**

**Stand: Januar 2014**

Modul-Nr./ Code	0.2.1 MKK
Modultitel	Märkte, Kultur und Kommunikation
Semester	2. Semester
Dauer des Moduls	1
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Häufigkeit des Angebots des Moduls	Einmal im Jahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses in besonderer Weise für die Karlshochschule profilbildende Modul hat Bezüge zu allen anderen Modulen des Studiengangs, insbesondere zu WISS und EIM, zu allen Modulen des Management Cycle: EMQM, BENV (analyze), STRA (plan), RESO (do), MACC (check) und CHIN (act), zum Wahlpflichtmodul ARST sowie zu den studiengangsspezifischen Modulen MAEI, SEDD, EMRP und INIEVM. Dieses Modul ist Bestandteil der Studiengänge IMA, IEM, ITM, IEVM, KKM und IMM.
Modulverantwortlicher	Prof. Dr. Andreas P. Müller
Name der Hochschullehrer	Prof. Dr. Francisco Javier Montiel Alafont Prof. Dr. Lutz Becker
Unterrichts-/ Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	5
Gesamtworkload und ihre Zusammensetzung (Selbststudium + Kontaktzeit)	Gesamtworkload = 150 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 108 Stunden)
SWS	3
Art der Prüfung/ Voraussetzung für die	Referat (schriftliche Ausarbeitung 60 %,)

Vergabe von Leistungspunkten	mündlicher Vortrag und Diskussion 40 %) § 14 (5) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	2,5 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, <ul style="list-style-type: none"> <li>- 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,</li> <li>- kommunikatives Handeln und Verhalten im Kontext sozio-kultureller Systeme zu interpretieren und im Hinblick auf einfache Kulturunterschiede zu diskutieren,</li> <li>- sowohl das Konzept „interkulturelle Kompetenz“ als auch das der „sozialen Konstruktion von Wirklichkeit“ aus der Marktperspektive zu erläutern und</li> <li>- diese Konzepte exemplarisch auf das Handeln in Alltags- und Konfliktsituationen im unternehmerischen Kontext und in fremden Märkten anzuwenden.</li> </ul>
Inhalte des Moduls	<ul style="list-style-type: none"> <li>– Kulturgeschichtliche Zugänge zur Ökonomie</li> <li>– Grundlagen der verstehenden Soziologie und der Symbolökonomie</li> <li>– Mechanistische und interaktionstheoretische Kommunikationsmodelle und deren Auswirkungen auf das Verständnis von Akteuren und Arenen im kulturellen Kontext</li> <li>– Beschaffenheit von Kulturen und Märkten aus mikro- und makrodimensionaler Perspektive</li> <li>– Stereotypen des Interpretierens in unterschiedlichen (regionalen, organisationalen, institutionellen) Kontexten</li> <li>– Fallstudien</li> </ul>
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesung
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<u>Pflichtlektüre:</u>  <b>Bolten, Jürgen</b> (Hrsg.) (2003): Interkulturelle Kommunikation. Sternenfels: Verlag Wissenschaft & Praxis. [Auszüge]

**Fischer, Dirk** (2005): Strategisches Management in der Symbolökonomie. Marburg: Metropolis. (Theorie der Unternehmung, Bd. 27). [Auszüge]

**Pfriem, Reinhard** (2011): Heranführung an die Betriebswirtschaftslehre. 3. ed., Marburg: Metropolis. (Theorie der Unternehmung, Bd. 11). [Auszüge]

**Rock, R., Rosenthal, K.** (1986): Marketing=Philosophie. Frankfurt (u.a.): Peter Lang. [Auszüge]

Zusätzlich empfohlene Literatur:

**Berger, Peter L., Luckmann, Thomas** (2012): Die gesellschaftliche Konstruktion der Wirklichkeit : eine Theorie der Wissenssoziologie. 24. Aufl., Frankfurt: Fischer. (Fischer, Bd. 6623).

**Gudykunst, William B., Kim, Young Y.** (2003): Communicating with strangers : an approach to intercultural communication. 4. Aufl., New York: McGraw-Hill.

**Levine, R., Locke, Ch., Searls, D., Weinberger, D.** (2000): The Cluetrain Manifesto. The End of Business as Usual. New York: Basic Books.

**Stahl, Heinz K., Menz, Florian** (2008): Handbuch Stakeholderkommunikation : Grundlagen, Sprache, Praxisbeispiele. Berlin: Schmidt. (Kolleg für Leadership und Management, Bd. 4).

**Sonnenburg, Stephan** (Hrsg.) (2009): Swarm Branding: Markenführung im Zeitalter von Web 2.0. Wiesbaden: VS Research.





## Grundlagen des strategischen Managements

**Stand: Januar 2014**

Modul-Nr./ Code	0.2.2 STRA
Modulbezeichnung	Grundlagen des strategischen Managements
Semester oder Trimester	2. Semester
Dauer des Moduls	Ein Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	In der Regel wird das Bestehen des Moduls 0.1.1 EMQM verlangt.
Verwendbarkeit des Moduls	Dieses Modul ist Teil des Management Cycle (plan) und hat insbesondere Bezüge zu den vorgelagerten Modulen EMQM, BENV (analyze), den nachgelagerten Modulen RESO (do), MACC (check), CHIN (act) sowie zu den in besonderer Weise profilbildenden Modulen MKK und EIM und zu den studiengangsspezifischen Modulen EMRP und OPER. Das Modul ist Bestandteil der Studiengänge IMK, IMA, IEM, ITM, IEVM, KKM und IMM.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Lutz Becker
Name der/des Hochschullehrer/s	Prof. Dr. Lutz Becker Frank Widmayer
Lehrsprache	Deutsch
Zahl der zugeteilten ECTS-Credits	5
Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 150 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 108 Stunden)
SWS	3

Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkte	Klausur 120' am Ende des Semesters § 14 (2) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	2,5 %
Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,</p> <ul style="list-style-type: none"> <li>– Bedeutung und Ablauf strategischer Entscheidungsprozesse in globalen Märkten darzustellen,</li> <li>– ausgewählte Methoden der internationalen Unternehmens-, Umfeld-, Markt- und Wettbewerbsanalyse darzustellen und anzuwenden,</li> <li>– verschiedene Konzepte des strategischen Managements zu vergleichen, strategische Alternativen zu formulieren und systematisch geeignete Strategiealternativen auszuwählen,</li> <li>– Methoden zur Umsetzung und Implementierung einer Strategie anzuwenden und</li> <li>– Strategien als Konstruktion und Interaktion der Unternehmung mit ihren gesellschaftlichen Umwelten zu verstehen und kritisch reflektieren zu können.</li> </ul>
Inhalte des Moduls	<ul style="list-style-type: none"> <li>– Strategische Denkweisen und Strategische Konzepte <ul style="list-style-type: none"> <li>• Historische Annäherung</li> <li>• Kontingenz-und interaktionstheoretische Annäherungen</li> <li>• Market based View</li> <li>• Resource based View</li> <li>• Entrepreneurship &amp; Intrapreneurship</li> <li>• Corporate Strategy</li> <li>• Competitive Strategy</li> <li>• Functional Strategies <ul style="list-style-type: none"> <li>▪ Strategisches Talent Management</li> <li>▪ F&amp;E und Technologie Strategien</li> <li>▪ Sourcing Strategien</li> </ul> </li> </ul> </li> <li>– Der Prozess des strategischen Managements <ul style="list-style-type: none"> <li>• Konzeptionelle Ansätze</li> <li>• Zielfindung</li> <li>• Strategische Planung</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Strategiimplementierung</li> <li>• Strategische Kontrolle</li> </ul> <ul style="list-style-type: none"> <li>– Strategische Methoden und Frameworks <ul style="list-style-type: none"> <li>• SWOT</li> <li>• Wettbewerbsanalyse</li> <li>• Portfolio-Analyse</li> <li>• Five Forces</li> <li>• Weak Signals und Early Recognition</li> <li>• Anticipation</li> <li>• Positioning</li> <li>• 7-S Framework (McKinsey)</li> <li>• PPM (Project Portfolio Management)</li> </ul> </li> <li>– Strategisches Management und Business Development</li> <li>– Strategisches Management und strategische Führung: Aktuelle Trends</li> <li>– Strategie und Gesellschaft, eine kritische Reflexion</li> </ul>
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesung, Gruppenarbeit, Quellenarbeit, Fallstudien, Medien
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Gastvorträge von Experten aus Praxis und Wissenschaft
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p><u>Pflichtlektüre:</u></p> <p><b>Pfriem, Reinhard</b> (2011): Unternehmensstrategien: ein kulturalistischer Zugang zum Strategischen Management. 2. Aufl., Marburg: Metropolis Verlag. (Grundlagen der Wirtschaftswissenschaft, Bd. 12).</p> <p><u>Zusätzlich empfohlene Literatur:</u></p> <p><b>Nagel, R., Wimmer, R.</b> (2014): Systemische Strategieentwicklung – Modelle und Instrumente für Berater und Entscheider. 6. Aufl., Stuttgart: Schäffer-Poeschel.</p> <p><b>Stacey, R. D.</b> (2011): Strategic Management and Organisational Dynamics. 6. ed., Harlow (u.a.): Financial Times Prentice Hall.</p> <p>Weitere Literatur wird in der Veranstaltung bekannt gegeben bzw. zur Verfügung gestellt (Internetquellen, Medien, Semesterapparat, Reader und/oder Hand-Outs).</p>



## English as a Foreign Language 2

**Status: January 2014**

Module-Nr./ Code	0.2.3 EFL2
Module title	English as a foreign language (Business English) 2
Semester or trimester	2 <sup>nd</sup> Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	The successful completion of the module 0.1.4 EFL1 is required.
Applicability of the module	Interconnections with EFL1. This module is part of the IMC, IMA, ITM, IEVM, ACM, IEM and IMM programs.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Lee Webb, Alaa Khalil, Larissa Vilhena, Jonathan Clark, Sean McGurrin
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level C1  80% of assessment in a written examination (90') and 20% in a test (15' oral form [presentation in class]: listening comprehension and oral expression)

	§ 14 (2) / § 14 (3) SPO 01.02.2014
Weighting of the grade within the total grade	2 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– communicate in a broad variety of business situations in the English language,</li> <li>– know the advanced terminology used in business as well as the language for specific purposes and apply it in practical business situations,</li> <li>– write complex texts,</li> <li>– use some of the most important rhetorical skills in English business communication environments,</li> <li>– participate actively in practical situations, initiating both subject-oriented discussions as well as interpersonal talk.</li> </ul> <p>English Level C1 (according to the Common European Framework of Reference for Languages)</p>
Content of the module	Introduction to advanced business English terminology and vocabulary for specific purposes on an abstract and idiomatic level, advanced communication skills (written and oral), application of knowledge and skills in complex role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.
Teaching and learning methods of the module	Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><b>Trappe, Tonya, Tullis, Graham</b> (2012): Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman.</p>

**Trappe, Tonya, Tullis, Graham** (2012): Intelligent business: Coursebook: upper intermediate business English. Harlow (u.a.): Pearson Longman.

**Cotton, David, Falvey, David, Kent, Simon** (2010): Market Leader: intermediate business English: Course book. Harlow (u.a.): Pearson Longman.

**Flinders, Steven, Sweeney, Simon** (1996): Business English pair work 1. London: Penguin Books.

**Crowther-Alwyn, John** (2013): Business roles: 12 simulations for business English. Cambridge: Cambridge University Press.

**Allison, John, Powell, Mark** (2009): In company: case studies. 2. ed., Oxford: Macmillan.

**Emmerson, Paul** (2010): Business grammar builder. 2. ed., Oxford: Macmillan.

Periodicals:

- The Economist: London, New York
- Newsweek: the international newsmagazine. New York
- New York Times
- Financial Times
- BBC News





## Sustainable Events Development and Design

**Status: January 2014**

Module-Nr./ Code	5.3.1 SEDD
Module title	Sustainable Events Development and Design
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 0.2.2 STRA is required.
Applicability of the module	<p>This module is specifically linked to the module „Märkte und Akteure der Eventindustrie“ (2<sup>nd</sup> term) and has various interconnections with the module “ Events Marketing and (Re-)Positioning” (3<sup>rd</sup> term) of the IEVM study program.</p> <p>Furthermore it harks back to the modules “Business Environment” (1<sup>st</sup> term) and “Märkte, Kultur und Kommunikation” (2<sup>nd</sup> term) and has interconnections with the module “Resources” (3<sup>rd</sup> term).</p> <p>Keine Verwendbarkeit für andere Studiengänge.</p>
Person responsible for the module	Prof. Dr. Louise Bielzer
Names of the instructors	Tobias Lienhard, Igor Kovacevic, Steffen Ronft
Teaching language	English
Number of ECTS credits	6

Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar paper (written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– 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.)</li> <li>– develop sustainable events concepts by applying product management strategies and taking into account various cultural, social and political contexts</li> <li>– 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</li> <li>– evaluate the secondary economic impact of events</li> </ul>
Content	<ul style="list-style-type: none"> <li>– Types of events and their respective typical features</li> <li>– Event concepts in different cultural, social and political contexts</li> <li>– Events as products: product development strategies, events' concept development and design</li> <li>– Players involved in production of events and their interaction and collaboration forms (preferred partnership, contract negotiation etc.)</li> <li>– Value chain of different types of events</li> <li>– Primary and secondary economic impact estimation of events</li> <li>– International hallmark events as products</li> <li>– case studies and evaluations</li> </ul>
Teaching and learning methods of the module	Interactive reading Application Exercises

	<p>Groupwork Case Studies Self-study</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers etc.)</p>	<p>To be announced</p>
<p><b>Literature</b> (Required reading/supplementary recommended reading)</p>	<p><u>Required Reading:</u></p> <p><b>Fenich, George G.</b> (2012): Meetings, Expositions, Events and Conventions: an Introduction to the Industry. 3. ed., new internat. ed., Edinburgh Gate: Pearson.</p> <p><b>Goldblatt, Samuel de Blanc</b> (2012): The Complete Guide to Greener Meetings and Events. Hoboken, N.J.: Wiley. (Greener Meeting and Event Marketing). Chapter 11</p> <p><u>Supplementary recommended Reading:</u></p> <p><b>Allen, Johnny et al.</b> (2011): Festival and Special Event Management. 5. ed., Milton: Wiley.</p> <p><b>Getz, Donald</b> (2012): Event Studies: theory, research and policy for planned events. 2. ed., London (u.a.): Routledge.</p> <p><b>Krugman, Carol; Wright, Rudy R.</b> (2007): Global Meetings and Exhibitions. Hoboken: Wiley.</p> <p><b>Sonder, Mark</b> (2004): Event Entertainment and Production. Hoboken: Wiley.</p> <p><b>Van Niekerk, M., Coetzee, W. J. L.</b> (2011): Utilizing the VICE Model for the Sustainable Development of the Innibos Arts Festival, In: Journal of Hospitality Marketing &amp; Management, 20(3/4), 347-365.</p>



## Events Marketing and (Re-)Positioning

**Status: January 2014**

Module-Nr./ Code	5.3.2 EMRP
Module title	Events Marketing and (Re-)Positioning
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 0.2.2 STRA is required.
Applicability of the module	<p>This module is specifically linked to the module „Märkte und Akteure der Eventindustrie“ (2<sup>nd</sup> term) and has various interconnections with the module “ Sustainable Events Development and Design” (3<sup>rd</sup> term) of the IEVM study program.</p> <p>Furthermore it harks back to the modules “Business Environment” (1<sup>st</sup> term), “Märkte, Kultur und Kommunikation”, and “Grundlagen des Strategischen Managements” (both 2<sup>nd</sup> term).</p> <p>No applicability of the module to other programs.</p>
Person responsible for the module	Prof. Dr. Louise Bielzer
Name of the instructors	Prof. Dr. Louise Bielzer
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 42, self-study = 138 hours)

Hours per week	3
Assessment type / requirement for the award of credits	Written Examination 120' § 14 (2) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> <li>– Explain principles of services marketing</li> <li>– differentiate between various service providers in the events industry (catering, event agencies, technical service providers, etc.) and understand their respective context</li> <li>– Promote and position events on competitive markets</li> <li>– Modify events and their service components according to changing market requirements and adapt them to international target markets</li> <li>– Integrate services into the design of an event as product (single event) or series of products (series of events)</li> <li>– Apply teamwork and collaboration skills</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Specifics of services as opposed to products</li> <li>– Events as “service products”</li> <li>– Understanding of service resp. event marketing in its theoretical context (e.g. according to the neo-institutional or neo-behaviouristic paradigm)</li> <li>– Operational services and event marketing (8-Ps approach)</li> <li>– Positioning of events on target markets by referring to principles of services marketing</li> <li>– Event marketing strategies and how they may change during an event’s life-cycle</li> <li>– Brand-building with events, branding, emotional marketing, event marketing and entertainment marketing</li> </ul>
Teaching and learning methods of the module	<p>Interactive reading  Internet research  Application exercises (individual &amp; group)  Learning by Teaching  Case studies  Self-study</p>

<p>Special features (e.g. online activities, event/company visits, guest speakers etc.)</p>	
<p>Literature (Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p><b>Lovelock, Christopher H.; Wirtz, Jochen</b> (2011): Services Marketing: people, technology, strategy. 7. ed., global ed., Boston (u.a.): Pearson. [Part I, Chapter 1 - 3: Understanding Service Markets, Products and Customers, 24-101; Part II, Chapter 4 &amp; 6: Developing Service Products: Core and Supplementary Elements, 104-130 and Setting Prices and Implementing Revenue Management, 157-184</p> <p><b>Preston, Chris</b> (2012): Event Marketing: how to successfully promote events, festivals, conventions and expositions. 2. ed., Hoboken: Wiley.</p> <p><u>Supplementary recommended Reading:</u></p> <p><b>Zeithaml, Valarie A.; Bitner, Mary J.; Gremler, Dwayne D.</b> (2012): Services Marketing: integrating customer focus across the firm. International ed., 6. ed., New York: McGraw-Hill.</p> <p><b>Krugman, Carol; Wright, Rudy R.</b> (2007): Global Meetings and Exhibitions. Hoboken: Wiley.</p> <p><b>Lucarelli, A.; Berg, P.-O.</b> (2011): City branding: a state-of-the-art review of the research domain. In: Journal of Place Management and Development, 4(1), 9-27.</p> <p><b>Sayre, S.</b> (2008): Entertainment marketing &amp; communication: selling branded performance, people, and places. Upper Saddle River: Pearson Prentice Hall.</p> <p><b>Wilson, Alan et al.</b> (eds.) (2012): Services Marketing: integrating customer focus across the Firm. 2. europ. ed., London (u.a.): McGraw-Hill.</p>





## Introductory Company Project

**Status: January 2014**

Module-Nr./ Code	0.3.1 IPRO
Module title	Introductory Company Project
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the modules 0.1.3 WISS and 0.2.2 STRA is required.
Applicability of the module	This module is targeted at the transfer between theory and practice and has interconnections to all earlier and simultaneous modules of the program, as well as to APRO and INTS. This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialisation of the students.
Person responsible for the module	Prof. Dr. Dirk Wagner
Name(s) of the instructor(s)	Prof. Dr. Dirk Wagner
Teaching language	German/English/other (depends on the subject of the project and the "sponsor")
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 84, self-study = 96 hours)
Hours per week	6

Assessment type / requirement for the award of credits	Project work § 14 (11) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>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.</p> <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– to develop a project idea and alternative approaches using selected creative techniques,</li> <li>– to plan a project, carry it out and supervise it using appropriate methods, present it in its various steps, including the following: <ul style="list-style-type: none"> <li>○ formulate a project brief</li> <li>○ describe and assume the roles in a project team</li> <li>○ draw up a project structure plan and a milestones plan</li> <li>○ draw up a Gantt chart or a similar tool</li> <li>○ plan and allocate resources using objective, time-related and budgetary criteria</li> <li>○ draw up and present a project report and other reports (progress report, change request, meeting minutes etc.)</li> <li>○ implement specific controlling instruments</li> </ul> </li> </ul> <p>The students are also able to work in teams and recognise the opportunities and problems that arise from teamwork. They are also able to find ways out of a crisis and solve conflicts. The project also gives them experience in collaboration based on the division of labour.</p>
Content of the module	<ul style="list-style-type: none"> <li>– Introduction to the concept of the module</li> <li>– Historical outline and its role in a corporate context</li> <li>– Development, formulation and evaluation of</li> </ul>

	<p>a project idea and alternative approaches using selected creativity techniques</p> <ul style="list-style-type: none"> <li>– Project management starting with the project brief and concluding with the presentation of the results</li> <li>– Definition of the project objective</li> <li>– Formulation of the project brief</li> <li>– Composition of a project team</li> <li>– Draw up a project structure plan and a milestones plan</li> <li>– Draw up Gantt charts or use a similar tool</li> <li>– Plan and allocate resources using objective, time-related and budgetary criteria and find alternatives</li> <li>– Time buffer and uncertainty, critical path</li> <li>– Reporting and controlling instruments: progress report, change request, meeting minutes etc.</li> <li>– Implement controlling instruments</li> <li>– Overview of the architecture and application of selected project tools</li> <li>– Teambuilding, communication in a project, conflict management and crisis management</li> <li>– Revision and critical analysis</li> </ul>
Teaching and learning methods of the module	<p>Interactive lectures Exercises for project management and creativity techniques Team work</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>An internal or external project defined and managed by the students should be completed or carried out up to a specific milestone.</p>
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Verzuh, Eric</b> (2012): The fast forward MBA in Project Management. 4. ed., Hoboken: Wiley &amp; Sons.</p> <p><u>Supplementary recommended reading:</u></p> <p><b>Becker, Lutz, Ehrhardt, Johannes, Gora, Walter</b> (Hrsg.) (2009): Projektführung und Projektmanagement. Düsseldorf: Symposion.</p> <p><b>Boos, Evelyn</b> (2011): Das große Buch der Kreativitätstechniken. München: Compact.</p> <p><b>Hartleben, Ralph E.</b> (2012): Werbekonzeption</p>

	<p>und Briefing: ein praktischer Leitfaden zum Erstellen zielgruppenspezifischer Werbekonzepte. 3. Aufl., Erlangen: Publicis.</p> <p><b>Levine, Harvey A.</b> (2005): Project portfolio management. San Francisco: Jossey-Bass.</p> <p><b>Michalko, Michael</b> (2006): Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.</p> <p><b>Schelle, Heinz</b> (2014): Projekte zum Erfolg führen: Projektmanagement systematisch und kompakt. 7. Aufl., München: dtv.</p>
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## **Resources: Financial Resources, Human Resources, Organization**

**Status: January 2014**

Module-Nr./ Code	0.3.2 RESO
Module title	Resources: Financial Resources, Human Resources, Organization
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	Seminars, accompanied by tutorials to optimise the link between theory and practice
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 0.1.1 EMQM is required.
Applicability of the module	<p>This module is part of the management cycle (do) und has interconnections to the earlier modules EMQM, BENV (analyze), STRA (plan), the later modules MACC (check) and CHIN (act) as well as to the especially distinguishing modules MKK and EIM and to the IEVM specific modules SEED, LOCA, OPER and INIEVM.</p> <p>This module is part of all the Bachelor programs at Karlshochschule International University.</p>
Person responsible for the module	Prof. Dr. Dirk Wagner
Name(s) of the instructor(s)	Prof. Dr. Bernd Ankenbrand, Prof. Dr. Meloda Balakrishnan, Prof. Dr. Cordula Braedel-Kühner, Ulrich Gehmann, Prof. Dr. Armin Pfannenschwarz, Prof. Dr. Dirk Wagner, Frank Widmayer
Teaching language	English

Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 84, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	Presentation § 14 (9) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– execute strategy based through a management process where they <ul style="list-style-type: none"> <li>–assess</li> <li>–select</li> <li>–recruit/procure</li> <li>–organize</li> <li>–allocate &amp;</li> <li>–develop</li> </ul> financial and human resources,</li> <li>– manage resources in a purposeful way in the context of varying conditions (“constraints”), strategies and conflict situations (“tensions”),</li> <li>– apply different methods of researching and making decisions regarding the procurement measures required in a company,</li> <li>– 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),</li> <li>– understand the role of human resource management within the context of general management, explain and critically question the most important structures</li> </ul>

	<p>and processes of HRM and apply selected methods and tools of personnel management,</p> <ul style="list-style-type: none"> <li>- 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.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>-Differentiation between the factors work and capital</li> <li>- The interrelation between productivity-based and financial decisions in a company</li> <li>- Decisions on the employment of capital (principles, static and dynamic methods of capital expenditures budgeting)</li> <li>- Decisions on the procurement of capital (systemisation and presentation of various financing types)</li> <li>- Tasks and instruments of financial management</li> <li>- Principles of financial and liquidity planning</li> <li>- Development and implementation of HR strategies</li> <li>- HR planning and procurement</li> <li>- HR selection</li> <li>- Personnel leadership, employee loyalty, personnel development</li> <li>- Views of man, work structuring, motivation, performance and reward</li> <li>- Conditions, objectives and concept of international HRM</li> <li>- Diversity as a challenge for personnel development</li> <li>- Interdependency between the organization and the individual</li> <li>- Organization with the context of starting a company</li> <li>- The organization from an institutional, functional and instrumental perspective</li> <li>- Organizational conditions and tensions</li> <li>- Structures and processes in conflict areas of formal and informal organization</li> </ul>

	– The impact of corporate culture on organization structuring
Teaching and learning methods of the module	Augmented-learning game with interactive lectures, group work and group discussions
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Torrington, Derek, Hall, Laura, Taylor, Steven</b> (2009): Fundamentals of Human Resource Management: Managing People at Work. Harlow (u.a.): Financial Times Prentice Hall.</p> <p><b>Brealey, Richard A., Myers, Stewart, Allen, Franklin</b> (2011): Principles of Corporate Finance. Concise ed., 2. ed., New York: McGraw-Hill Education.</p> <p><b>Child, John</b> (2009): Organization: Contemporary Principles and Practice. 9. ed., Malden (u.a.): Blackwell Publishing.</p> <p><u>Supplementary recommended reading:</u></p> <p><b>Levitt, Steven, Dubner, Stephen</b> (2009): Freakonomics: a Rogue Economist Explores the Hidden Side of Everything: New York (u.a.): Harper.</p> <p><b>Jones, Gareth</b> (2013): Organizational Theory, Design, and Change: Text and Cases. Global ed., 7. ed, Boston (u.a.): Pearson.</p> <p><b>Watson, Denzil, Head, Antony</b> (2010): Corporate Finance. 5. ed., Harlow (u.a.): Financial Times Prentice Hall.</p> <p><b>Burr, Wolfgang, Stephan, Michael, Werkmeister, Clemens</b> (2011): Unternehmensführung. 2. Aufl., München: Vahlen.</p>



## Arabic 1

**Status: January 2014**

Module-Nr./ Code	0.3.3 ARA1
Module title	Arabic 1
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Arabic has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with ARA2 and ARA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Radwa Krätzschar
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

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

## Chinese 1

**Status: January 2014**

Module-Nr./ Code	0.3.3 CHI1
Module title	Chinese 1
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Chinese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with CHI2 and CHI3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Xiaojun Gundermann-Han, Xiaoqin Liu
Teaching language	Chinese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

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

## French 1

**Status: January 2014**

Module-Nr./ Code	0.3.3 FRA1
Module title	French 1
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if French has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with FRA2 and FRA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Ariane Fleuranceau, Gerard Massé, Marine Roland-Hohenstein
Teaching language	French (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.1. (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR  Written examination (90') and test

	(15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with simple everyday situations in the spoken language,</li> <li>– understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans.</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>– draw up accompanying written documents.</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Communication skills in everyday situations</li> <li>– Pronunciation and intonation</li> <li>– General vocabulary</li> <li>– Basic grammar</li> <li>– Business vocabulary</li> <li>– Simple application of the language in professional situations</li> <li>– Production of simple texts</li> <li>– Initial contact with the civilisation and culture of the French-speaking world</li> </ul> <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> <li>– The basics of the phonetic and written form of the foreign language</li> <li>– Basic grammatical structures</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of the phonetic knowledge of</li> </ul>

	<p>the foreign language and work on L1 phonetic interference</p> <ul style="list-style-type: none"> <li>– More complex grammar structures and varieties</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul> <p>Target level B1 and B2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Extension of the general vocabulary and the basics of business vocabulary</li> <li>– Specialised texts</li> <li>– Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p><b>Girardet, Jacky, Pécheur, Jacques</b> (2010): Écho A1: méthode de français. Paris: CLE International.</p> <p><b>Girardet, Jacky, Pécheur, Jacques</b> (2010): Écho A2: méthode de français. Paris: CLE International.</p> <p><b>Girardet, Jacky, Pécheur, Jacques</b> (2010): Écho B1.1: méthode de français. Paris: CLE International.</p> <p><b>Carlo, Catherine, Causa, Mariella</b> (2010): Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International.</p> <p><b>Penfornis, Jean-Luc</b> (2004): Vocabulaire Progressif du Français des Affaires. Paris: CLE International.</p> <p><b>Steele, Ross</b> (2004): Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International.</p>





## Italian 1

**Status: January 2014**

Module-Nr./ Code	0.3.3 ITA1
Module title	Italian 1
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Italian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with ITA2 and ITA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Dr. Claudio Fantinuoli
Teaching language	Italian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.1. (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR  Written examination (90') and test (15' oral form: listening comprehension and

	oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with simple everyday situations in the spoken language,</li> <li>– understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans.</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>– draw up accompanying written documents.</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Communication skills in everyday situations</li> <li>– Pronunciation and intonation</li> <li>– General vocabulary</li> <li>– Basic grammar</li> <li>– Business vocabulary</li> <li>– Simple application of the language in professional situations</li> <li>– Production of simple texts</li> <li>– Initial contact with the civilisation and culture of the Italian-speaking world</li> </ul> <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> <li>– The basics of the phonetic and written form of the foreign language</li> <li>– Basic grammatical structures</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of the phonetic knowledge of the foreign language and work on L1</li> </ul>

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



## **Japanese 1**

**Status: January 2014**

Module-Nr./ Code	0.3.3 JAP1
Module title	Japanese 1
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory (if Japanese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with JAP2 and JAP3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Tanya Wodopia
Teaching language	Japanese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

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

## Portuguese 1

**Status: January 2014**

Module-Nr./ Code	0.3.3 POR1
Module title	Portuguese 1
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Portuguese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with POR2 and POR3. This module is part of all the undergraduate programs at Karlshochschule International University
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Vilza Cristina Muricy-Geiger
Teaching language	Portuguese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1 (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR  Written examination (90') and test (15' oral form: listening comprehension and

	oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with simple everyday situations in the spoken language,</li> <li>– understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans.</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>– draw up accompanying written documents.</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Communication skills in everyday situations</li> <li>– Pronunciation and intonation</li> <li>– General vocabulary</li> <li>– Basic grammar</li> <li>– Business vocabulary</li> <li>– Simple application of the language in professional situations</li> <li>– Production of simple texts</li> <li>– Initial contact with the civilisation and culture of the Portuguese-speaking world</li> </ul> <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> <li>– The basics of the phonetic and written form of the foreign language</li> <li>– Basic grammatical structures</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of the phonetic knowledge of the foreign language and work on L1</li> </ul>



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



## **Russian 1**

**Status: January 2014**

Module-Nr./ Code	0.3.3 RUS1
Module title	Russian 1
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Russian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with RUS2 and RUS3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Natalia Ezhkova
Teaching language	Russian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

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

## Spanish 1

**Status: January 2014**

Module-Nr./ Code	0.3.3 SPA1
Module title	Spanish 1
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Spanish has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with SPA2 and SPA3. This module is part of all the undergraduate programs at Karlshochschule International University
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Maritza Bayona, Gabriela Farah de Günther, Ana Garcia Merinero, Dr. Uta Köhler-Escobar, Aidé Blanca Melz
Teaching language	Spanish (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.1. (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR

	<p>Written examination (90') and test (15' oral form: listening comprehension and oral expression)  § 14 (2) / § 14 (3) CER 01.02.2014</p>
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with simple everyday situations in the spoken language,</li> <li>– understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans.</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>– draw up accompanying written documents.</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Communication skills in everyday situations</li> <li>– Pronunciation and intonation</li> <li>– General vocabulary</li> <li>– Basic grammar</li> <li>– Business vocabulary</li> <li>– Simple application of the language in professional situations</li> <li>– Production of simple texts</li> <li>– Initial contact with the civilisation and culture of the Spanish-speaking world</li> </ul> <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> <li>– The basics of the phonetic and written form of the foreign language</li> <li>– Basic grammatical structures</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul> <p>Target level A2, specifically:</p>

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

	<p><b>Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López (2007):</b> Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen. Ismaning: Hueber.</p>
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**Exhibitions, Conventions, Sports and Cultural Events:  
The Locations Dimension**

**Status: January 2014**

Module-Nr./ Code	5.4.1 LOCA
Module title	Exhibitions, Conventions, Sports and Cultural Events: The Locations Dimension
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 0.3.2 RESO is required.
Applicability of the module	This module harks back to the module "Märkte und Akteure der Eventindustrie" (2 <sup>nd</sup> term) and has various interconnections with the module "Exhibitions, Conventions, Sports and Cultural Events: The Operations Dimension" (4th term) of the IEVM study program. Furthermore it has links to the module "Resources" (3 <sup>rd</sup> term) and the module MACC in the same semester. No applicability of the module to other programs.
Person responsible for the module	Prof. Dr. Louise Bielzer
Name of the instructors	Prof. Dr. Louise Bielzer
Teaching language	English
Number of ECTS credits	6

Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Seminar paper (written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> <li>– analyse the current market position of an event venue and position it successfully vs. its competitors in the future</li> <li>– recognise relationships between an event location's structural conditions and its operation, identify critical factors and compare and evaluate various international examples</li> <li>– define, explain, plan and analyse critically the primary and secondary activities within the event venue's value chain</li> <li>– apply established management methods (e.g. portfolio analysis, balanced scorecard, scenario techniques, value analysis) to international examples of event venues</li> <li>– demonstrate empathy and apply argumentation skills during the execution of group work and the assessment task</li> </ul>
Contents of the module	<ul style="list-style-type: none"> <li>– 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</li> <li>– Event locations in competition: status-quo analysis and positioning strategies /future scenarios</li> <li>– Conceptual design of event locations: basic analysis methods (market and needs analysis, location study, space and function concepts etc.)</li> <li>– Construction of event buildings, based on selected practical examples: call for tenders and stakeholder communication</li> <li>– Operational concepts (types of business,</li> </ul>

	<p>organisation concepts, personnel concepts etc. for the property) and their individual economic impact</p> <ul style="list-style-type: none"> <li>– Financing models of event buildings (external financing/debt financing, equity financing, structured finance, etc.)</li> </ul>
Teaching and learning methods of the module	<p>Interactive lectures  Application Exercises (individual &amp; group)  Benchmarking (based on secondary research, internet research)  Case studies  Self-study</p>
Special features (e.g. online activities, event/company visits, guest speakers etc.)	<p>If possible, an excursion to an event venue will be integrated into the module in order to give the students the opportunity to personally experience and network with selected players (e.g. in view of an internship or employment at a later date)</p>
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading :</u></p> <p><b>Fenich, George G.</b> (2012): Meetings, Expositions, Events and Conventions: an Introduction to the Industry. 3. ed., new internat. ed., Edinburgh Gate: Pearson. [Part II, Chapter 4: Meeting and convention venues]</p> <p><b>Sawyer, Thomas H.</b> (ed.) (2005): Facility Design and Management: for Health, Fitness, Physical Activity, Recreation, and Sports Facility Development. 11. ed., Champaign, IL: Sagamore.  [Section I Facility and Event Management, Chapter 3: The Planning Process; Chapter 4: Planning Facilities: Master Plan, Site Selection, and Development Phases]</p> <p><b>Schwarz, Eric C. et al. (eds.) (2010):</b> Sport Facility Operations Management: a Global Perspective. Amsterdam (u.a.): Butterworth-Heinemann. [Chapter 2: Ownership structures; Chapter 3: Financing sport facilities]</p> <p><u>Supplementary recommended reading:</u></p> <p><b>Bielzer, Louise; Ronald Wadsack</b> (Hrsg.) (2011): Betrieb von Sport- und Veranstaltungsimmobilien:</p>

Managementherausforderungen und Handlungsoptionen. Frankfurt M.: Lang.

**Bielzer, Louise; May, Thomas** (2005): Bewertung von Messen und Veranstaltungszentren. In: Bienert, Sven (ed.) (2005): Bewertung von Spezialimmobilien: Risiken, Benchmarks und Methoden. Gabler: Wiesbaden, 381-404.

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

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

**Vornholz, Günter** (2005): Finanzierung von Sport- und Freizeitanlagen. Schorndorf: Hofmann. (Beiträge zur Lehre und Forschung der Leibeserziehung; 151).

**Exhibitions, Conventions, Sports and Cultural Events:  
The Operations Dimension**

**Status: January 2014**

Module-Nr./ Code	5.4.2 OPER
Module title	Exhibitions, Conventions, Sports and Cultural Events: The Operations Dimension
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 0.3.2 RESO is required.
Applicability of the module	<p>This module is closely linked to the concurrently lectured module “Exhibitions, Conventions, Sports and Cultural Events: The Locations Dimension” of the IEVM study program.</p> <p>As regards general management modules, it harks mainly back to the module “Grundlagen des Strategischen Managements“ (2<sup>nd</sup> term), the module “Resources“ (3<sup>rd</sup> term) and the module MACC in the same semester.</p> <p>No applicability of the module to other programs.</p>
Person responsible for the module	Prof. Dr. Louise Bielzer
Names of instructors	Prof. Dr. Louise Bielzer
Teaching language	English
Number of ECTS credits	6

Total workload and its breakdown (e.g. self-study + contact hours)	Total workload = 180 (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type/ requirement for the award of credits	Learner's portfolio § 14 (7) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– organise and evaluate processes of planning and staging events</li> <li>– implement the necessary structures and function units, taking into account legal aspects</li> <li>– apply appropriate management methods, leadership concepts and instruments as well as decision-making techniques to operations of the events industry</li> <li>– 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</li> </ul>
Contents of the module	<ul style="list-style-type: none"> <li>– Estimation of events' impacts as framework for events staging</li> <li>– 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 &amp; selection, staging and dramaturgy, logistics, quality management, event evaluation and stakeholder communication</li> <li>– Selected function units in detail: security management, sales, catering, purchasing/procurement etc.</li> </ul>
Teaching and learning methods of the module	Interactive lectures Application Exercises (individual & group) Role Play Case studies Self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	If possible, an excursion to an event will be integrated into the module.

	<p>In addition, theory will be completed by practice by integrating presentations by industry practitioners into the module.</p>
<p><b>Literature</b> (Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p><b>Goldblatt, Samuel de Blanc</b> (2012): The Complete Guide to Greener Meetings and Events. Hoboken: Wiley [Chapter 3: Planning the Greener Event].</p> <p><b>Fenich, George G.</b> (2012): Meetings, Expositions, Events and Conventions: an Introduction to the Industry. 3. ed., new internat. ed., Edinburgh Gate: Pearson. [Part III, Chapter 9: Planning MEEC Gatherings, Chapter 10: Producing MEEC Gatherings, Chapter 11: Food &amp; Beverage, Chapter 15: Putting it all together]</p> <p><b>Silvers, Julia Rutherford</b> (2012): Professional Event Coordination. Wiley and Sons, Hoboken. [Chapter 7: Fundamentals of the Production; Chapter 8: Staging and Engaging Experience]</p> <p><u>Supplementary recommended reading:</u></p> <p><b>Allen, Johnny et al.</b> (2011): Festival and Special Event Management. 5. ed., Milton: Wiley.</p> <p><b>Bowdin, Glen A. et al.</b> (2012): Events Management. 3. ed., London (u.a.): Routledge.</p> <p><b>Goldblatt, Joe J.</b> (2005): Special Events: Event Leadership for a New World. 4. ed., Hoboken: Wiley.</p> <p><b>Kirchgeorg, Manfred et al.</b> (eds.) (2005): Trade Show Management: planning, implementing and controlling of trade shows, conventions and events. Wiesbaden: Gabler.</p> <p><b>Masterman, Guy</b> (2009): Strategic Sports Event Management. 2. ed., olympic ed., Amsterdam (u.a.): Elsevier Butterworth-Heinemann.</p> <p><b>Monroe, James C.</b> (2006): Art of the Event:</p>

	<p>complete guide to designing and decorating special events. Hoboken: Wiley.</p> <p><b>Shone, Anton; Parry, Bryn</b> (2013): Successful Event Management: a practical handbook. 3. ed., Hampshire: Cengage Learning.</p> <p><b>Silvers, Julia Rutherford</b> (2008): Risk Management for Meetings and Events. Amsterdam: Butterworth-Heinemann.</p>
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## Advanced Company Project

**Status: January 2014**

Module-Nr./ Code	0.4.1 APRO
Module title	Advanced Company Project
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 0.3.1. IPRO is required.
Applicability of the module	This module is targeted at the transfer between theory and practice and has interconnections to all earlier and simultaneous modules of the program, especially to IPRO and also to INTS. This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialisation of the students.
Person responsible for the module	Prof. Dr. Dirk Wagner
Name(s) of the instructor(s)	Prof. Dr. Dirk Wagner
Teaching language	German/English/other (depends on the subject of the project and the "sponsor")
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4

Assessment type / requirement for the award of credits	Project work § 14 (11) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to 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 3 <sup>rd</sup> semester.
Teaching and learning methods of the module	Project work in a team of 5-6 participants (tutored)
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<ul style="list-style-type: none"> <li>– The projects are developed in close collaboration with interested companies or social organisations (e.g. SIFE, Rotaract, Leos), in some cases on location</li> <li>– Students draw-up a written presentation for the sponsor</li> <li>– The following is assessed: <ul style="list-style-type: none"> <li>• The content and formal quality of the presentation and documentation</li> <li>• The academic performance of the written paper, research and analysis</li> </ul> </li> <li>– Students are expected to carry out project management as regards content and timing, which is fully documented. They are expected deliver the following: <ul style="list-style-type: none"> <li>• Put together and organise a project team</li> <li>• Coordinate with the sponsor and the university instructor and other stakeholders (other groups)</li> <li>• Draw up a project brief and target definition in writing</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Milestone and project structure planning and schedule (Gantt chart)</li> <li>• Present the individual work packages (Who does what by when?) taking into consideration the personal time budget</li> <li>• Weekly status update for the client and the university instructor (project progress report and meeting minutes) including work packages, to-do's of the relevant time period (planned, in progress / degree of completion, completed), plan/actual comparison</li> <li>• Quality assurance, risk and problem management</li> <li>• Project conclusion, delivery of performance and meeting of deadlines</li> </ul>
<p>Literature (Required reading/supplementary recommended reading)</p>	<p>The selection of literature is carried out by the students with the guidance of their tutors. The following is a list of optional general background reading:</p> <p><b>Armstrong, Michael</b> (2012): Armstrong's handbook of management and leadership: developing effective people skills for better leadership and management. 3. ed., London: Kogan Page.</p> <p><b>Bentley, Colin</b> (2009): Prince 2: a practical handbook. 3. ed., Oxford (u.a.): Butterworth-Heinemann.</p> <p><u>Further reading in German:</u></p> <p><b>Hölzle, Philipp</b> (2007): Projektmanagement: professionell führen, Erfolge präsentieren. 2. ed., Freiburg: Haufe.</p> <p><b>Kappler, Ekkehard, Seibel, Johannes J., Sterner, Siegfried</b> (1983): Entscheidungen für die Zukunft: Instrumente und Methoden der Unternehmensplanung. Frankfurt: Frankfurter Allgemeine Zeitung GmbH.</p> <p><b>Mees, Jan, Oefner-Py, Stefan, Sünemann, Karl-Otto</b> (1995): Projektmanagement in neuen Dimensionen: das Helogramm zum Erfolg. 2. ed., Wiesbaden: Gabler.</p> <p><b>Michalko, Michael</b> (2006): Thinkertoys: A</p>

	handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.
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## Managerial Accounting

**Status: January 2014**

Module-Nr./ Code	0.4.2 MACC
Module title	Managerial Accounting
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the modules  – 0.1.1 EMQM, – 0.2.2 STRA and – 0.3.2 RESO  is required.
Applicability of the module	This module is part of the management cycle (check) und has interconnections to the earlier modules EMQM, BENV (analyze), STRA (plan), RESO (do), the later module CHIN (act) as well as to the especially distinguishing modules MKK and EIM and to the IEVM specific modules LOCA and OPER. This module is part of all the Bachelor programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Bernd Ankenbrand
Name(s) of the instructor(s)	Prof. Dr. Bernd Ankenbrand, Prof. Dr. Ekaterina Svetlova, Prof. NN, Gunter Fauth, Georg Hauer
Teaching language	English

Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (180') § 14 (2) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module are able to</p> <ul style="list-style-type: none"> <li>– 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),</li> <li>– 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,</li> <li>– describe cost accounting as basis for budget planning and as basis for the calculation of products, services, contracts, projects etc.,</li> <li>– 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),</li> <li>– define what makes up project cost management and how it is carried out using an example.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Accounting as a tool for strategy assessment</li> <li>– Translating transactions in accounting data</li> <li>– Comparison of financial and managerial accounting</li> </ul>

	<ul style="list-style-type: none"> <li>– Key Concepts of cost and financial accounting</li> <li>– Cost behaviour and cost-volume-profit-analysis</li> <li>– Calculation of products, services and activities</li> <li>– Profit planning and cost budgeting for departments and business units</li> <li>– Income statement and balance sheet</li> <li>– Accrual accounting and Asset accounting</li> <li>– Liabilities and equity</li> <li>– Cash flow and financial statement analysis</li> </ul>
Teaching and learning methods of the module	Interactive lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Integration of online quizzes and exercises
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Jones, Jefferson et al.</b> (2012): Financial and managerial accounting: the cornerstones of business decisions. 2. ed., Mason: South-Western Cengage.</p> <p><u>Supplementary recommended reading:</u></p> <p><b>Troßmann, E., Baumeister, A., Werkmeister, Clemens</b> (2011): Management-Fallstudien im Controlling. München: Vahlen.</p> <p><b>Weber, Jürgen, Schäfer, Utz</b> (2008): Introduction to Controlling. 1. ed., Stuttgart: Schäffer-Poeschel.</p>





## Arabic 2

**Status: January 2014**

Module-Nr./ Code	0.4.3 ARA2
Module title	Arabic 2
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester(if Arabic has been selected as second foreign language)
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 ARA1
Applicability of the module	Interconnections with ARA1 and ARA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Radwa Krätzschar
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

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

## Chinese 2

**Status: January 2014**

Module-Nr./ Code	0.4.3 CHI2
Module title	Chinese 2
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Chinese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 CHI1
Applicability of the module	Interconnections with CHI1 and CHI3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Xiaojun Gundermann-Han, Xiaoqin Liu
Teaching language	Chinese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

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

## French 2

**Status: January 2014**

Module-Nr./ Code	0.4.3 FRA2
Module title	French 2
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if French has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 FRA1
Applicability of the module	Interconnections with FRA1 and FRA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Ariane Fleuranceau, Gerard Massé, Marine Roland-Hohenstein
Teaching language	French (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.2 (Beginners), B1.2 (Intermediate), B2-C1 (Advanced) according to the Common European Framework of Reference for Languages, CEFR  Written examination (90') and test

	(15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with simple to more complex everyday situations and simple business situations in the spoken language,</li> <li>– write standard texts (e.g. lists) autonomously in French</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>– draw up accompanying written documents</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>– draw up accompanying simple written documents (handouts, short reports)</li> <li>– follow complex business communication situations and take part in them using the spoken language,</li> <li>– write longer texts with analytical contents in French</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills.</li> <li>– Information on culture and civilisation is also included regularly in the course.</li> <li>– Extension of business terminology. Use of the terminology and the structures in business situations.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of the phonetic knowledge of</li> </ul>

	<p>the foreign language and work on L1 phonetic interference</p> <ul style="list-style-type: none"> <li>– More complex grammar structures and varieties</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul> <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Extension of the general vocabulary and the basics of business vocabulary</li> <li>– Specialised texts</li> <li>– Colloquial language</li> <li>– Learning aids</li> </ul> <p>Target C1, specifically:</p> <ul style="list-style-type: none"> <li>– Specialist business vocabulary</li> <li>– Different styles and degrees of formality</li> <li>– Advanced writing</li> <li>– Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p><b>Girardet, Jacky, Pécheur, Jacques</b> (2010): Écho A1: méthode de français. Paris: CLE International.</p> <p><b>Girardet, Jacky, Pécheur, Jacques</b> (2010): Écho A2: méthode de français. Paris: CLE International.</p> <p><b>Girardet, Jacky, Pécheur, Jacques</b> (2010): Écho B1.1: méthode de français. Paris: CLE International.</p> <p><b>Carlo, Catherine, Causa, Mariella</b> (2010): Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International.</p> <p><b>Penfornis, Jean-Luc</b> (2004): Vocabulaire</p>

Progressif du Français des Affaires. Paris: CLE International.

**Steele, Ross** (2004): Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International.

**Pécheur, J.** (2010): Civilisation Progressive du Français : Niveau avancé. Paris: CLE International.



## Italian 2

**Status: January 2014**

Module-Nr./ Code	0.4.3 ITA2
Module title	Italian 2
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Italian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 ITA1
Applicability of the module	Interconnections with ITA1 and ITA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Dr. Claudio Fantinuoli
Teaching language	Italian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.2 (Beginners), B1.2 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR  Written examination (90') and test (15' oral form: listening comprehension and

	oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with simple to more complex everyday situations and simple business situations in the spoken language,</li> <li>– write standard texts (e.g. lists) autonomously in Italian</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>– draw up accompanying written documents</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>– draw up accompanying simple written documents (handouts, short reports)</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills.</li> <li>– Information on culture and civilisation is also included regularly in the course.</li> <li>– Extension of business terminology. Use of the terminology and the structures in business situations.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference</li> <li>– More complex grammar structures and varieties</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul>

	<p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Extension of the general vocabulary and the basics of business vocabulary</li> <li>– Specialised texts</li> <li>– Colloquial language</li> <li>– Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
<p>Literature (Required reading/supplementary recommended reading)</p>	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p><b>Errico-Reiter, Rosa, Esposito, Maria A., Grandi, N.</b> (2010): Campus Italia A1/A2: Lehr- und Arbeitsbuch, Stuttgart: Klett.</p>



## Japanese 2

**Status: January 2014**

Module-Nr./ Code	0.4.3 JAP 2
Module title	Japanese 2
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory (if Japanese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 JAP1
Applicability of the module	Interconnections with JAP1 and JAP3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Tanya Wodopia
Teaching language	Japanese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

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

## Portuguese 2

**Status: January 2014**

Module-Nr./ Code	0.4.3 POR2
Module title	Portuguese 2
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Portuguese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 POR1
Applicability of the module	Interconnections with POR1 and POR3. This module is part of all the undergraduate programs at Karlshochschule International University
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Vilza Cristina Muricy-Geiger
Teaching language	Portuguese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A2 (Beginners-Intermediate), B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR  Written examination (90') and test (15' oral form: listening comprehension and

	oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with simple to more complex everyday situations and simple business situations in the spoken language,</li> <li>– write standard texts (e.g. lists) autonomously in Portuguese</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>– draw up accompanying written documents</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>– draw up accompanying simple written documents (handouts, short reports)</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills.</li> <li>– Information on culture and civilisation is also included regularly in the course.</li> <li>– Extension of business terminology. Use of the terminology and the structures in business situations.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference</li> <li>– More complex grammar structures and varieties</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul>



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



## **Russian 2**

**Status: January 2014**

Module-Nr./ Code	0.4.3 RUS2
Module title	Russian 2
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Russian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 RUS1
Applicability of the module	Interconnections with RUS1 and RUS3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Natalia Ezhkova
Teaching language	Russian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

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

## Spanish 2

**Status: January 2014**

Module-Nr./ Code	0.4.3 SPA2
Module title	Spanish 2
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Spanish has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 SPA1
Applicability of the module	Interconnections with SPA1 and SPA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Maritza Bayona, Gabriela Farah de Günther, Ana Garcia Merinero, Dr. Uta Köhler-Escobar, Aidé Blanca Melz
Teaching language	Spanish (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.2 (Beginners), B1.2 (Intermediate), B2-C1 (Advanced) according to the Common European Framework of Reference for Languages, CEFR

	<p>Written examination (90') and test (15' oral form: listening comprehension and oral expression)  § 14 (2) / § 14 (3) CER 01.02.2014</p>
<p>Weighting of the grade within the total grade</p>	<p>3 %</p>
<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with simple to more complex everyday situations and simple business situations in the spoken language,</li> <li>– write standard texts (e.g. lists) autonomously in Spanish</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>– draw up accompanying written documents</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>– draw up accompanying simple written documents (handouts, short reports)</li> <li>– follow complex business communication situations and take part in them using the spoken language,</li> <li>– write longer texts with analytical contents in Spanish.</li> </ul>
<p>Content of the module</p>	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills.</li> <li>– Information on culture and civilisation is also included regularly in the course.</li> <li>– Extension of business terminology. Use of the terminology and the structures in business situations.</li> </ul>

	<p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference</li> <li>– More complex grammar structures and varieties</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul> <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Extension of the general vocabulary and the basics of business vocabulary</li> <li>– Specialised texts</li> <li>– Colloquial language</li> <li>– Learning aids</li> </ul> <p>Target C1, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Specialist business vocabulary</li> <li>– Different styles and degrees of formality</li> <li>– Advanced writing</li> <li>– Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p><b>González Salgado, C.</b> (2007): ene A1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>González Salgado, C., Sanz Oberberger, C.</b> (2010): ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber.</p> <p><b>González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E.</b> (2010): ene B1.1: der Spanischkurs. Medienkombination. Ismaning:</p>

	<p>Hueber.</p> <p><b>González Salgado, C. et al.</b> (2012): ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>Gelabert, Maria J.</b> (Hrsg.) (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber.</p> <p><b>Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López</b> (2007): Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.</p> <p><b>Gelabert, Maria J., Isa, David, Menéndez, Mar</b> (2011): Nuevo Prisma: C1, libro del alumno. Madrid: Ed. Edinumen, Ismaning: Hueber.</p> <p><b>Castro, Genis, Ianni, José, V.</b> (2011): Nuevo Prisma: C1; libro de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.</p>
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**Current Issues in International Event Management:  
Research Colloquium**

**Status: January 2014**

Module-Nr./ Code	5.5.1 CIEM
Module title	Current Issues in International Event Management: Research Colloquium
Semester or trimester	5 <sup>th</sup> semester
Duration of the module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of 0.1.3 WISS is required.  No applicability of the module to other programs.
Applicability of the module	This module may be linked with practically all other specific modules of the IEVM study program, providing the possibility to select current issues according to personal interests of the students. As regards general management modules, a strong link to the module "Ethics in Management" (5 <sup>th</sup> term) exists which is also reflected in the required reading. Furthermore, the Current Issues module harks back to the module "Einführung in das Management und seine Methoden" (1 <sup>st</sup> term) and the module "Einführung in das Wissenschaftlichen Arbeiten und die empirische Sozialforschung" (1 <sup>st</sup> year) and is an important basis for the module "Bachelor Thesis Including Its Defence" (6 <sup>th</sup> term) when it comes to research methods and writing scientific papers.
Person responsible for the module	Prof. Dr. Louise Bielzer

Names of instructors	Prof. Dr. Louise Bielzer
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study + contact hours)	Total workload = 180 (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type/ requirement for the award of credits	Written assignment § 14 (2) CER 01.02.2014
Weighting of the grade within the overall grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– identify and analyse selected current issues of international event management, taking into account ethical, social and ecological aspects in particular</li> <li>– develop a research question and work on it in an academic manner and, as a result, contribute towards developing theoretical approaches for the events industry</li> <li>– present, explain and discuss their study results on the subject of infrastructure (e.g. special event venues), program (e.g. event topics and contents, sustainability in events operations), organisation (e. g. governance structures in international comparison) or profitability (e.g. financing concepts in international comparison) with peers (=&gt; academic discourse)</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Exemplary discussion of current issues in International Event Management</li> <li>– Definition of research questions</li> <li>– Evaluation of status of research and reading for the respective research question</li> <li>– Development of appropriate scientific methodologies to operationalize the respective research question</li> <li>– Feedback and group discussion of the selected issues and the respective progress of work</li> <li>– Creation of ... ... an exposé</li> </ul>

	<p>... a draft</p> <p>... the final paper</p>
Teaching and learning methods of the module	<ul style="list-style-type: none"> <li>- Academic colloquium</li> <li>- Topics to be prepared by the students</li> <li>- Presentation and discussion of scientific methods and status of work in progress</li> <li>- Exercises on academic writing</li> </ul>
Special features (e.g. online activities, event/company visits, guest speakers etc.)	If possible, professionals and scholars in “Event Management” will be invited to participate and introduce issues (and trends) to be discussed in class
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Henderson, Elizabeth V.; McIlwraith, Mariela</b> (2013): Ethics and Corporate Social Responsibility in the Meetings and Events Industry. Hoboken: Wiley.</p> <p>Depending on the selected issue of each study year, further required reading will be indicated in the course.</p> <p><u>Recommended reading:</u></p> <p><b>Davis, Martha; Davis, Kaaron J.; Dunagan, Marion M.</b> (2012): Scientific Papers and Presentations. 3. ed., Amsterdam [u.a.]: Elsevier, Academic Press.</p> <p><b>Flick, Uwe</b> (2009): An Introduction to Qualitative Research. 4. ed., London: Sage.</p> <p><b>Saunders, Mark N.K.; Lewis, Philip; Thornhill, Adrian</b> (2012): Research Methods for Business Students. 6. ed., Harlow: Pearson.</p> <p><b>Soles, Derek</b> (2009): The Essentials of Academic Writing. 2. ed., Boston: Wadsworth.</p>



**Internationalization in the Events Industry:  
Field Studies**

**Status: January 2014**

Module-Nr./ Code	5.5.2 INIEVM
Module title	Internationalization in the Events Industry: Field Studies
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory subject
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	<p>Targeting some more practical issues of the Events Industry and providing various industry insights, this module shall be seen as complementary to the module “Current Issues In International Events Management: Research Colloquium”, also taught in 5<sup>th</sup> term.</p> <p>As regards general management modules, it specifically harks back to the module “Märkte, Kultur und Kommunikation” (2<sup>nd</sup> term) and may be linked to the modules “Resources” (3<sup>rd</sup> term) or “Change and Innovation” (5<sup>th</sup> term), too, depending on the respectively selected focus.</p> <p>No applicability of the module to other programs.</p>
Person responsible for the module	Prof. Dr. Louise Bielzer
Name(s) of the instructor(s)	Prof. Dr. Louise Bielzer, Dr. Kristyna Bicikova, Prof. Dr. Stephan Sonnenburg, Prof. Dr. Björn Bohnenkamp

	with the collaboration of: Prof. Dr. Desmond Wee, Prof. Dr. Martin Zierold, Prof. Dr. Christian Stiegler
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Presentation §14 (9) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>• evaluate the attractiveness of domestic market in the events industry for international players</li> <li>• assess the framework for international key players in the events industry</li> <li>• apply interdisciplinary strategies and concepts of internationalization in practice</li> <li>• evaluate and contrast internationalization efforts as multidimensional, (inter)cultural and performative processes from diverse global and local perspectives</li> <li>• appraise the impact of ethics and social responsibility on international event and event venue management activities</li> <li>• foster in-depth knowledge and understand phenomena and trends in the international events industry</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• Framework conditions for internationalization efforts in the events industry</li> <li>• Strategies and concepts of internationalization in the events industry such as joint-ventures in the exhibition industry or subsidiaries of</li> </ul>

	<p>professional sports leagues in different countries</p> <ul style="list-style-type: none"> <li>• Impacts of international developments in the events industry on local players</li> <li>• Ethics and social responsibility as part of international event management activities</li> </ul>
Teaching and learning methods of the module	<ul style="list-style-type: none"> <li>– Interactive lectures</li> <li>– Field Studies</li> <li>– Project Work</li> </ul>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Experiences abroad
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Henderson, Elizabeth V.; McIlwraith, Mariela</b> (2013): Ethics and Corporate Social Responsibility in the Meetings and Events Industry. Hoboken: Wiley.</p> <p><b>Sachse, Uwe</b> (2012): Internationalisation and Mode Switching. Performance, Strategy and Timing. Wiesbaden: Gabler, 11-93.</p> <p><b>Schechner, Richard</b> (2013): Performance Studies: an Introduction. 3. ed., London: Routledge (Introduction and Chapter 1)</p> <p>Additionally, selected journal articles on the discussed subjects will be indicated in the course.</p>





## Ethics in Management: Globalization and Ethics

**Status: January 2014**

Module-Nr./ Code	0.5.1.a EIMG
Module title	Ethics in Management: Globalization and Ethics
Semester or trimester	5 <sup>th</sup> semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	This for Karlshochschule especially distinguishing module has interconnections to all other modules of the program, especially to MKK, to all the modules of the management cycle: EMQM, BENV (analyze), STRA (plan), RESO (do), MACC (check) und CHIN (act) as well as to all IEVM specific modules of the program, especially to CIEM. This module is part of the IB, IMA, IEM, ITM, IEVM, ACM, IMM program.
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	N.N.
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Essay § 14 (6) CER 01.02.2014

Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>- 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</li> <li>- 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</li> <li>- explain and assess controversies and debates around globalisation and develop various perspectives of ethics in relation to issues of globalisation</li> <li>- 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</li> <li>- appreciate ethical issues and dilemma and the influence these issues have on management decision making, behaviour, policies, and practices</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>- Introduction to Ethical Theory</li> <li>- Concepts of Business Ethics (Homann, Ulrich, Wieland,</li> <li>- Globalization Discourse</li> <li>- Global Consumption Culture</li> <li>- Network Economy</li> <li>- Geopolitics</li> <li>- Boundless Nature</li> <li>- Transnationalism</li> <li>- Actor-Network Theory</li> <li>- Theories of Uneven Development</li> </ul>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).

<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	
<p>Literature (Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p><b>Crane, A., Matten, D.</b> (2010): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. 3. ed., Oxford (u.a.): Oxford University Press.</p> <p><b>Homann, Karl, Koslowski, Peter, Luetge, Christoph</b> (ed.) (2007): Globalisation and Business Ethics. Aldershot (u.a.): Ashgate Publishing. (Law, Ethics and Economics). pp. 3-56, 81-144, 191-236</p> <p><u>Supplementary recommended readings:</u></p> <p><b>Ulrich, Peter</b> (2010): Integrative Economic Ethics: Foundations of a Civilized Market Economy. Cambridge: Cambridge University Press.</p>



## Ethics in Management: Sustainability and Ethics

**Status: January 2014**

Module-Nr./ Code	0.5.1.b EIMS
Module title	Ethics in Management: Sustainability and Ethics
Semester or trimester	5 <sup>th</sup> semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	This for Karlshochschule especially distinguishing module has interconnections to all other modules of the program, especially to MKK, to all the modules of the management cycle: EMQM, BENV (analyze), STRA (plan), RESO (do), MACC (check) und CHIN (act) as well as to all IEVM specific modules of the program, especially to CIEM. This module is part of the IB, IMA, IEM, ITM, IEVM, ACM, IMM program.
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	N.N.
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Essay § 14 (6) CER 01.02.2014

Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>- 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</li> <li>- 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</li> <li>- explain and assess controversies and debates around sustainability and develop various perspectives of ethics in relation to issues of sustainability</li> <li>- 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</li> <li>- 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</li> <li>- appreciate ethical issues and dilemma and the influence these issues have on management decision making, behaviour, policies, and practices</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Introduction to Ethical Theory</li> <li>– Concepts of Business Ethics (Homann, Ulrich, Wieland)</li> <li>– Sustainability Discourse</li> <li>– Ethical/Sustainable Consumerism,</li> <li>– Interdependency between Capitalism,</li> </ul>

	<p>Growth Paradigms and the Exploitation of Natural Resources,</p> <ul style="list-style-type: none"> <li>– Post-Growth and Sharing Economy</li> <li>– Theories of Uneven Development</li> </ul>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
<p>Literature (Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p><b>Crane, A., Matten, D.</b> (2010): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. 3. ed., Oxford (u.a.): Oxford University Press.</p> <p><b>Becker, Christian</b> (2012): Sustainability Ethics and Sustainability Research. Dordrecht (u.a.): Springer.</p> <p><u>Supplementary recommended readings:</u></p> <p><b>Ulrich, Peter</b> (2010): Integrative Economic Ethics: Foundations of a Civilized Market Economy. Cambridge: Cambridge University Press.</p> <p><b>Becker, Christian U.</b> (2010): Sustainability Ethics. Online Paper available at SSRN: <a href="http://ssrn.com/abstract=1626013">http://ssrn.com/abstract=1626013</a> or <a href="http://dx.doi.org/10.2139/ssrn.1626013">http://dx.doi.org/10.2139/ssrn.1626013</a></p> <p><b>Tencati, Antonio, Perrini, Francesco</b> (2011): Business Ethics and Corporate Sustainability. Cheltenham (u.a.): Edward Elgar Publishing. (Studies in Transatlantic Business Ethics)</p>





## Ethics in Management: Ethics in Practice

**Status: January 2014**

Module-Nr./ Code	0.5.1.c EIMP
Module title	Ethics in Management: Ethics in Practice
Semester or trimester	5 <sup>th</sup> semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	This for Karlshochschule especially distinguishing module has interconnections to all other modules of the program, especially to MKK, to all the modules of the management cycle: EMQM, BENV (analyze), STRA (plan), RESO (do), MACC (check) und CHIN (act) as well as to all IEVM specific modules of the program, especially to CIEM. This module is part of the IB, IMA, IEM, ITM, IEVM, ACM, IMM program.
Person responsible for the module	Prof. Dr. Wendelin Küpers
Name(s) of the instructor(s)	Prof. Dr. Ekaterina Svetlova
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Essay § 14 (6) CER 01.02.2014

Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>- 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</li> <li>- 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</li> <li>- identify, analyze and critically reflect on concrete moral dilemmas and the role of an integral responsibility in organization and leadership practice</li> <li>- contextualize and differentiate dilemmas as distinct from puzzles, ambivalences, trade-offs, and paradoxes</li> <li>- to understand causes, dynamics, processes and effects of (moral) dilemma</li> <li>- develop preventive measurements and ways for coping or strategies, for dealing with moral dilemmas and their consequences</li> <li>- handle ambiguities and think in terms of imperfect solutions for moral problems, and integrating pre- or arational dimensions, including empathy and intuition</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Introduction to Ethical Theory</li> <li>– Concepts of Business Ethics (Homann, Ulrich, Wieland)</li> <li>– Definitions, context &amp; specifics of (moral) dilemmas in past and current organization and leadership practices</li> <li>– Limitation of conventional rational-formal</li> </ul>

	<p>(ethical) approaches in economy and management</p> <ul style="list-style-type: none"> <li>– Learning from examples of dilemmatic situations and cases, especially related to (strategic) decision-making</li> <li>– Development, implications and consequences of (moral) dilemmas in organizational life-worlds and beyond</li> <li>– Various integrated coping strategies and competencies required for dealing with (moral) dilemmas</li> <li>– Proactive possibilities to avoid moral dilemmas</li> </ul>
Teaching and learning methods of the module	Interactive lecture, seminar style (possibly including serious play exercises with role-play, games, small group work, case study analysis, and presentations)
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>To promote scientific discourse, 1-2 guest lectures e.g. by scholars in the field of strategy will be integrated, if possible.</p> <p>Self-study integrating online components and the university's internal download center</p>
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Crane, A., Matten, D.</b> (2010): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. 3. ed., Oxford (u.a.): Oxford University Press. (selected chapters)</p> <p><b>Kollock, P.</b> (1998): Social Dilemmas: The Anatomy of Cooperation. In: Annual Review of Sociology, 24(1), 183-214</p> <p><b>Küpers, W.</b> (2014): Dilemmas and Paradoxes in Chiasmic Organising. In: Inc. – In-Corporation. Phenomenology of Embodied Organisation and Management. (forthcoming Book in preparation for CBS, Copenhagen).</p> <p><b>Küpers, W.</b> (2012): Integral Responsibilities for organising and managing Sustainability. In Eweje, Gabriel, Perry, Michael (eds.): Business and Sustainability: Concepts, Strategies and Changes, Critical Studies on Corporate Responsibility, Governance and Sustainability. Bingley:</p>

Emerald. 3, 25–58.

**Nijhof, A.H.J., Fischer, O.** (1997): Dealing with ethical dilemma's in organizational change processes. In: International Journal of Value-Based Management, 10(2), 173-192

**White, L., Wooten, K.** (1983): Ethical Dilemmas in Various Stages of Organizational Development. In: The Academy of Management Review, 8(4), 690-697

Supplementary recommended readings:

**Ulrich, Peter** (2010): Integrative Economic Ethics: Foundations of a Civilized Market Economy. Cambridge: Cambridge University Press.

**Bloodgood, J., Bongsug, C. K.** (2010): Organizational paradoxes: dynamic shifting and integrative management. In: Management Decision, 48(1), 85-104

**Cameron, K. S.** (2008): Paradox in Positive Organizational Change. In: Journal of Applied Behavioral Science, 44(7), 7-24

**DeFillippi, R., Grabher, G., Jones, C.** (2007): Introduction to paradoxes of creativity: managerial and organizational challenges in the cultural economy. In: Journal of Organizational Behavior, 28, 511-521

**Eisenhardt, K. M.** (2000): Paradox, Spirals, Ambivalence: The New Language of Change and Pluralism. In: Academy of Management Review, 25(4), 703-705

**Molinsky, Andrew, and Joshua D. Margolis** (2005): Necessary Evils and Interpersonal Sensitivity in Organizations. In: Academy of Management Review, 30(2), 245-268

**Rasche, A.** (2007): Paradoxical Foundation of Strategic Management. Heidelberg: Springer.

**Cases**  
**(List of sources will be provided)**

**Litschka, M., Suske, M., Brandtweiner, R.**  
(2011): Management Decisions in Ethical  
Dilemma Situations. Empirical Examples  
from Austrian Managers. In: Journal of  
Business Ethics, 104(4), 473-484



## Change and Innovation

**Status: January 2014**

Module-Nr./ Code	0.5.2 CHIN
Module title	Change and Innovation
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 0.3.2 RESO is required.
Applicability of the module	This module is part of the management cycle (act) und has interconnections to the earlier modules EMQM, BENV (analyze), STRA (plan), RESO (do), MACC (check) as well as to the especially distinguishing modules MKK and EIM and to the IEVM specific modul INIEVM. This module is part of all the Bachelor programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Lutz Becker
Name(s) of the instructor(s)	Prof. Dr. Lutz Becker Reinhard Ematinger
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 42, self-study = 138 hours)
Hours per week	3

Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– analyse the socio-economic processes of change and the socio-technical innovation processes from a general management perspective</li> <li>– plan, structure and monitor corporate innovation processes and the processes of organisational change</li> <li>– implement appropriate management tools depending on the situation in order to achieve innovation objectives and to shape organisational change</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Socio-technical and socio-economic drivers of innovation and change</li> <li>– Business possibilities for shaping innovation and change, in particular the strategic and organisational integration of different innovation perspectives (e.g. product and process innovation with the innovation of distribution)</li> <li>– Innovation and change as management task</li> <li>– The basic methods of innovation and change management</li> <li>– Business development</li> <li>– Case studies</li> </ul>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Reading:</u></p> <p>A list readings will be submitted with the syllabus in advance</p>



## Arabic 3

**Status: January 2014**

Module-Nr./ Code	0.5.3 ARA3
Module title	Arabic 3
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Elective (if Arabic has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.4.3 ARA2
Applicability of the module	Interconnections with ARA1 and ARA2. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Radwa Krätzschar
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– read and write brief standard texts,</li> <li>– carry out dialogues in everyday situations with a suitable level of complexity.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Revision of the conjunctive, the imperative, apococate and negation. The dual, the numbers 1 and 2, question pronouns “how many”, the months, cardinal numbers, year numbers, the perfect form of verbs with و and ى, conjunctive and apococate of verbs with و or ى, word order: اِنَّ and the subject of the sentence.</li> <li>– At my university; in a hotel; about Islam and Muslims; registering with the authorities; the President’s speech; interview with the President.</li> <li>– Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbook:</u></p> <p><b>Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard (2011):</b> Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.</p>

## Chinese 3

**Status: January 2014**

Module-Nr./ Code	0.5.3 CHI3
Module title	Chinese 3
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Elective (if Chinese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.4.3 CHI2
Applicability of the module	Interconnections with CHI1 and CHI2. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Xiaojun Gundermann-Han, Xiaoqin Liu
Teaching language	Chinese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– read and write brief standard texts,</li> <li>– carry out dialogues in everyday situations with a suitable level of complexity.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Extension of basic grammar forms</li> <li>– Extension of basic vocabulary</li> <li>– Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
<p>Literature (Required reading/supplementary recommended reading)</p>	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p><b>Chen, Fu, Zhu, Zhiping, Cordes, Ruth</b> (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination)</p> <p><b>Zhang, Hong, Zhu, Xiaoxing</b> (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination)</p> <p><b>Gu, Wen, Meinshausen, Frank</b> (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.</p>

## French 3

**Status: January 2014**

Module-Nr./ Code	0.5.3 FRA3
Module title	French 3
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Elective (if French has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.4.3 FRA2
Applicability of the module	Interconnections with FRA1 and FRA2. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Ariane Fleuranceau, Gerard Massé, Marine Roland-Hohenstein
Teaching language	French (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A2 (Beginners), B1-B2 (Intermediate), B2-C1 (Advanced) according to the Common European Framework of Reference for Languages, CEFR  Written examination (90') and test (15' oral form: listening comprehension and

	oral expression) § 14 (2) / § 14 (3) 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with more complex everyday situations and everyday business situations in the spoken language,</li> <li>– write simple texts in French.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>– draw up accompanying simple written documents (handouts, short reports)</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– follow complex business communication situations and take part in them using the spoken language,</li> <li>– write longer texts with analytical contents in French</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills.</li> <li>– Use of language in business situations.</li> </ul> <p>Target level A2 and B1, specifically:</p> <ul style="list-style-type: none"> <li>– Complex grammatical structures and varieties</li> <li>– Extension of general vocabulary,</li> <li>– Specialist business language and texts</li> <li>– Learning aids</li> </ul> <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> </ul>

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





## Italian 3

**Status: January 2014**

Module-Nr./ Code	0.5.3 ITA3
Module title	Italian 3
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Elective (if Italian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.4.3 ITA2
Applicability of the module	Interconnections with ITA1 and ITA2. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Dr. Claudio Fantinuoli
Teaching language	Italian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A2 (Beginners), B1 (Intermediate), B2-C1 (Advanced) according to the Common European Framework of Reference for Languages, CEFR  Written examination (90') and test (15' oral form: listening comprehension and oral expression)

	§ 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with more complex everyday situations and everyday business situations in the spoken language,</li> <li>– write simple texts in Italian.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>– draw up accompanying simple written documents (handouts, short reports)</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– follow complex business communication situations and take part in them using the spoken language,</li> <li>– write longer texts with analytical contents in Italian</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills.</li> <li>– Use of language in business situations.</li> </ul> <p>Target level A2 and B1 specifically:</p> <ul style="list-style-type: none"> <li>– Complex grammatical structures and varieties</li> <li>– Extension of general vocabulary,</li> <li>– Specialist business language and texts</li> <li>– Learning aids</li> </ul> <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Specialist business vocabulary</li> </ul>

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



## Japanese 3

**Status: January 2014**

Module-Nr./ Code	0.5.3 JAP 3
Module title	Japanese 3
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Elective (if Japanese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.4.3 JAP2
Applicability of the module	Interconnections with JAP1 and JAP2. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Tanya Wodopia
Teaching language	Japanese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– read and write brief standard texts,</li> <li>– carry out dialogues in everyday situations with a suitable level of complexity.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Extension of basic grammar forms</li> <li>– Extension of basic vocabulary</li> <li>– Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p><b>Clarke, H.D.B., Hamamura, Motoko</b> (2003): Colloquial Japanese: The complete course for beginners. London (u.a.): Routledge.</p>

## Portuguese 3

**Status: January 2014**

Module-Nr./ Code	0.5.3 POR3
Module title	Portuguese 3
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Elective (if Portuguese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.4.3 POR2
Applicability of the module	Interconnections with POR1 and POR2. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Vilza Cristina Muricy-Geiger
Teaching language	Portuguese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A2 (Beginners), B1 (Intermediate), B2-C1 (Advanced) according to the Common European Framework of Reference for Languages, CEFR  Written examination (90') and test (15' oral form: listening comprehension and

	oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with more complex everyday situations and everyday business situations in the spoken language,</li> <li>– write simple texts in Portuguese.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>– draw up accompanying simple written documents (handouts, short reports)</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– follow complex business communication situations and take part in them using the spoken language,</li> <li>– write longer texts with analytical contents in Portuguese</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills.</li> <li>– Use of language in business situations.</li> </ul> <p>Target level A2 and B1, specifically:</p> <ul style="list-style-type: none"> <li>– Complex grammatical structures and varieties</li> <li>– Extension of general vocabulary,</li> <li>– Specialist business language and texts</li> <li>– Learning aids</li> </ul> <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Specialist business vocabulary</li> <li>– Different styles and degrees of formality</li> </ul>



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



## Russian 3

**Status: January 2014**

Module-Nr./ Code	0.5.3 RUS3
Module title	Russian 3
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Elective (if Russian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.4.3 RUS2
Applicability of the module	Interconnections with RUS1 and RUS2. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Natalia Ezhkova
Teaching language	Russian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– deal with a suitable range of everyday situations in the spoken language</li> <li>– understand oral communication in a business context and make simple contributions in the spoken language</li> <li>– write short texts (e.g. letters) autonomously in Russian.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Extension of knowledge of grammar system</li> <li>– Extension of basic vocabulary</li> <li>– Basic business vocabulary</li> <li>– Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p><b>Loos, Harald, Berditschewski, Anatoli</b> (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination)</p> <p><b>Sokolowa, Ludmila, Zeller, Heiner</b> (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p> <p><b>Sokolowa, Ludmila, Zeller, Heiner</b> (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p>

## Spanish 3

**Status: January 2014**

Module-Nr./ Code	0.5.3 SPA3
Module title	Spanish 3
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Elective (if Spanish has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.4.3 SPA2
Applicability of the module	Interconnections with SPA1 and SPA2. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Maritza Bayona, Gabriela Farah de Günther, Ana Garcia Merinero, Dr. Uta Köhler-Escobar, Aidé Blanca Melz
Teaching language	Spanish (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A2 (Beginners), B2 (Intermediate), B2-C1 (Advanced) according to the Common European Framework of Reference for Languages, CEFR

	<p>Written examination (90') and test (15' oral form: listening comprehension and oral expression)  § 14 (2) / § 14 (3) CER 01.02.2014</p>
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with more complex everyday situations and everyday business situations in the spoken language,</li> <li>– write simple texts in Spanish.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>– draw up accompanying simple written documents (handouts, short reports) .</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– follow complex business communication situations and take part in them using the spoken language,</li> <li>– write longer texts with analytical contents in Spanish.</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills.</li> <li>– Use of language in business situations.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>– Complex grammatical structures and varieties</li> <li>– Extension of general vocabulary,</li> <li>– Specialist business language and texts</li> <li>– Learning aids</li> </ul> <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language</li> </ul>

	<p>in oral and grammatical exercises</p> <ul style="list-style-type: none"> <li>– Specialist business vocabulary</li> <li>– Different styles and degrees of formality</li> <li>– Advanced writing</li> <li>– Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> <p><b>González Salgado, C.</b> (2007): ene A1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>González Salgado, C., Sanz Oberberger, C.</b> (2010): ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber.</p> <p><b>González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E.</b> (2010): ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>González Salgado, C. et al.</b> (2012): ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>Gelabert, Maria J.</b> (Hrsg.) (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber.</p> <p><b>Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López</b> (2007): Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.</p> <p><b>Gelabert, Maria J., Isa, David, Menéndez, Mar</b> (2011): Nuevo Prisma: C1, libro del alumno. Madrid: Ed. Edinumen, Ismaning: Hueber.</p>

	<b>Castro, Genis, Ianni, José, V. (2011):</b> Nuevo Prisma: C1; libro de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.
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## Introduction to the Language of the Host Country

**Status: January 2014**

Module-Nr./ Code	2.5.3. HOLA
Module title	Introduction to the Language of the Host Country
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective (if the language has not been studied at Karlshochschule before)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	This elective is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	N.N.
Teaching language	Host language (English, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') § 14 (2) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to:

	<ul style="list-style-type: none"> <li>– deal with simple everyday situations in the spoken language,</li> <li>– understand and deal with standard situations (e.g. filling in forms) using their knowledge of the written language.</li> </ul>
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programs in the partner institution.
Teaching and learning methods of the module	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.</p>

## Area Studies

**Status: January 2014**

Module-Nr./ Code	0.5.3. ARST
Module title	Area Studies
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	This module has interconnections to all other modules of the program, especially to BENV and MKK. This module is also part of the IMA, IEM, ITM, ACM and IMM programs.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Prof. Dr. Francisco Javier Montiel Alafont, Prof. Dr. Desmond Wee, Alaa Khalil, Anthony Teitler
Teaching language	English (in individual cases it can be taught in the language spoken in the business and cultural area if the students are sufficiently proficient in the language – level C1)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Presentation § 14 (9) CER 01.02.2014
Weighting of the grade within the total grade	3 %

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– describe the mutual influence of global processes and local developments,</li> <li>– 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</li> <li>– discuss alternatives for business activity (market entry) taking into account the context (economic data on the region) and make suggestions,</li> <li>– formulate business development and marketing perspectives for the target 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.</li> </ul>
<p>Content of the module</p>	<ul style="list-style-type: none"> <li>– Global dynamics (politics, society and population, economics, ethics, etc.) and their crystallization in local processes</li> <li>– The main features of integrated civilisation and culture</li> <li>– Demography and regional stereotypes</li> <li>– Socio-economic society structures</li> <li>– Current economy and politics</li> <li>– Composition and dynamics of the market and its media</li> <li>– Case studies on representative companies</li> <li>– 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</li> <li>– Strategies for business activity in the target area</li> </ul> <p>Options (at least one cultural area to be selected. The culture specific part of the module will be offered as a block):</p> <ul style="list-style-type: none"> <li>– Latin American studies</li> <li>– Anglo-American studies</li> <li>– Arabic studies</li> </ul>

	<p>– East /South-East Asian studies Further area studies can be provided depending on students' interest.</p>
Teaching and learning methods of the module	Interactive lectures. Business case studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Area experts as co-lecturers
<p>Literature (Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p><b>Schäfer, Wolf</b> (2010): Reconfiguring Area Studies for the Global Age. In: Globality Studies Journal, 22, 31.12.2010.</p> <p><b>Flemes, Daniel</b> (ed.) (2010): Regional Leadership in the Global System: Ideas, Interests and Strategies of Regional Powers. Farnham (u.a.): Ashgate.</p> <p><b>Diverse</b> (depend on the business and cultural area selected, recommendations will be given at the beginning of the course)</p> <p><u>Supplementary recommended readings:</u></p> <p><b>Bolten, Jürgen</b> (2007): Einführung in die interkulturelle Wirtschaftskommunikation. Göttingen: Vandenhoeck &amp; Rupprecht. (UTB, Bd. 2922).</p> <p><b>Walter, Rolf</b> (2006): Geschichte der Weltwirtschaft: eine Einführung. Wien: Böhlau. (UTB, Bd. 2724).</p> <p><b>Diverse</b> (depend on the business and cultural area selected, recommendations will be given at the beginning of the course)</p>



## Internship

**Status: January 2014**

Module-Nr./ Code	0.6.1 INTS
Module title	Internship
Semester or trimester	6 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	This module is targeted at the transfer between theory and practice and has interconnections to all earlier modules of the program, especially to IPRO and APRO. This module is part of all the Bachelor programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Dirk Wagner
Name(s) of the instructor(s)	Professors acting as mentors in accordance with § 11 parag. 5 of the study and examination regulations
Teaching language	Depends on the location of the company
Number of ECTS credits	18
Total workload and its breakdown (e.g. self-study and contact hours)	540 hours (3 months = 480 hours internship and 60 hours for preparation and follow-up assignment)
Hours per week	3 hours per week for preparation and follow-up assignment
Assessment type / requirement for the award of credits	Internship analysis § 14 (10) CER 01.02.2014

Weighting of the grade within the total grade	9 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to (in accordance with the study and examination regulations):</p> <ul style="list-style-type: none"> <li>– apply and transfer the theoretical knowledge they acquired during their studies to practical problems and use their academic knowledge to critically question their practical experience</li> <li>– describe processes and structures in the company where they carry out the internship</li> <li>– analyse the business model, value chain and corporate and business segment strategy of the company where they carry out their internship</li> <li>– put into context and reflect their own experiences in the company, generate ideas from practice for their own (lifelong) learning and their bachelor thesis and critically question practice with the methods of their subject</li> <li>– identify problems and obstacles when trying to implement what they've learnt in practice and develop criteria for a successful transfer between theory and practice</li> <li>– draw up an implementation plan to support this transfer on the basis of self-evaluation of their own strengths and weaknesses and organise learning partnerships, networks to exchange experiences or follow-up measures</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Contents in accordance with the study and examination regulations:</li> <li>– Practical activity in a business function in a company, association or comparable organisation.</li> <li>– The following functional areas come into consideration: <ul style="list-style-type: none"> <li>• Management/general management</li> <li>• Organisation</li> <li>• Marketing</li> <li>• Distribution</li> <li>• Controlling, finance and accounting</li> <li>• HR management</li> <li>• Project management</li> <li>• Procurement</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>• Data processing</li> <li>• Appropriate operating department</li> </ul> <ul style="list-style-type: none"> <li>– Analytical reflection of practical experience</li> <li>– Identification of relevant questions for the Bachelor Thesis</li> <li>– Analysis of problems/obstacles when applying what they have learnt</li> <li>– Development of factors of success when transferring into practice</li> <li>– Development of an implementation plan</li> </ul>
Teaching and learning methods of the module	<ul style="list-style-type: none"> <li>– Practical activity</li> <li>– Mentoring by a professor for the preparation and the follow-up assignment and guidance with reflection during the activity</li> </ul>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guidance with reflection during the activity is provided online in the form of e-learning
Literature (Required reading/supplementary recommended reading)	No requirements, appropriate use of the literature given in modules 0.3.1 IPRO and 0.4.1 APRO



## Bachelor Thesis including its Defence

**Status: January 2014**

Module-Nr./ Code	0.6.2 BACH
Module title	Bachelor Thesis including its Defence (in accordance with §§ 15 and 16 of the study and examination regulations)
Semester or trimester	6 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	The students must have acquired 150 ECTS credits
Applicability of the module	This module has connections to all earlier modules, especially to 0.1.3 WISS and 5.5.1 CIEM.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Tutor in accordance with § 15 parag. 4 of the study and examination regulations
Teaching language	English / German
Number of ECTS credits	12 (11 + 1)
Total workload and its breakdown (e.g. self-study and contact hours)	360 hours (thesis: 2 months plus preparation of the thesis defence)
Hours per week	
Assessment type / requirement for the award of credits	Bachelor Thesis (weighting: 80 %) and Defence of the Bachelor Thesis (weighting: 20 %) §§ 15 + 16 CER 01.02.2014

Weighting of the grade within the total grade	16 %
Qualification objectives of the module	<p>In accordance with § 15 parag. 1 and § 16 parag. 1 of the study and examination regulations students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>- investigate and answer an academic question independently using academic methods within a given time period</li> <li>- give an oral presentation (no slides) summarising the results of their work (max. 10 mins) and defend it with informed academic arguments in a discussion (max. 20 mins)</li> </ul>
Content of the module	Bachelor Thesis and defence of the Bachelor Thesis in accordance with §§ 15 and 16 of the study and examination regulations.
Teaching and learning methods of the module	Self-directed learning, support, if needed by the professor in charge
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	No special requirements, appropriate use of literature given in the modules 0.1.1 IMQM (0.1.1 EMQM) and 0.1.3 SCIE (0.1.3 WISS)