

Bachelor-Studiengang

**Internationales  
Tourismusmanagement**

Modulbeschreibungen



## **Inhaltsverzeichnis**

Zielsetzung .....	5
Curriculumsübersicht.....	7
Einführung in das Internationale Tourismusmanagement.....	9
Einführung in das Management und seine quantitativen Methoden .....	13
Business Environment.....	19
Einführung in das wissenschaftliche Arbeiten und die empirische Sozialforschung .	25
English as a Foreign Language 1 .....	29
Konsum, Märkte und der Tourist .....	33
Märkte, Kultur und Kommunikation.....	37
Grundlagen des strategischen Managements .....	41
English as a Foreign Language 2 .....	45
Tourism Geographies .....	49
Strategic Planning and Destination Development.....	53
Introductory Company Project .....	57
Resources: Financial Resources, Human Resources, Organization .....	61
Arabic 1 .....	65
Chinese 1 .....	67
French 1 .....	69
Italian 1 .....	73
Japanese 1 .....	77
Portuguese 1 .....	79
Russian 1.....	83
Spanish 1.....	85
Critical Perspectives on Tourism .....	89
Tourism Operations .....	93
Advanced Company Project .....	97
Managerial Accounting .....	101
Arabic 2 .....	105
Chinese 2 .....	107
French 2 .....	109
Italian 2.....	113
Japanese 2.....	117
Portuguese 2 .....	119
Russian 2.....	123
Spanish 2.....	125

Current Issues and Trends in Tourism: Research Colloquium .....	129
Internationalizing Tourism Management: Field Studies .....	133
Ethics in Management: Globalization and Ethics .....	137
Ethics in Management: Sustainability and Ethics .....	141
Ethics in Management: Ethics in Practice .....	145
Change and Innovation .....	151
Arabic 3 .....	153
Chinese 3 .....	155
French 3 .....	157
Italian 3 .....	161
Japanese 3 .....	165
Portuguese 3 .....	167
Russian 3 .....	171
Spanish 3 .....	173
Introduction to the Language of the Host Country .....	177
Area Studies .....	179
Internship .....	183
Bachelor Thesis including its Defence .....	187

## Zielsetzung

Bildungs- und Qualifikationsziel des Studiengangs „Internationales Tourismusmanagement“ ist der Erwerb der wissenschaftlichen und praktischen Fähigkeit, im Feld der Tourismuswirtschaft im internationalen und damit auch interkulturellen Kontext:

- ökonomische Fragestellungen und sozio-geografische Entwicklungen zu verstehen,
- mit wissenschaftlichen Methoden zu analysieren, zu bewerten und zu interpretieren,
- Zusammenhänge in einen gesamtgesellschaftlichen und globalen Kontext zu setzen,
- unterschiedliche Perspektiven des internationalen Tourismusmanagements einzunehmen, zu betrachten und zu reflektieren und
- mit zielgerechter Anwendung von relevanten Managementinstrumenten
  - o ökonomisch angemessen und effektiv zu handeln,
  - o touristische Produkte zu entwickeln,
  - o Märkte zu erschließen, Organisationen zu entwickeln und
  - o Managementfunktionen wahrzunehmen.



# Curriculumsübersicht

Curriculumsübersicht - "Internationales Tourismusmanagement"												
Modul-Code	Bezeichnung	Semester						Gesamt			Prüfungsleistungen	Gewicht für Gesamtnote
		1	2	3	4	5	6	SWS	Selbst	ECTS		
4.1.1 IITM	Einführung in das Internat. Tourismusm	6						4	124	6	Essay	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%
4.2.1 KMTO	Konsum, Märkte und der Tourist		6					4	124	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%
4.3.1 TOGE	Tourism Geographies			6				3	138	6	Seminar Paper	3,0%
4.3.2 SPDD	Strategic Planning and Destination Developmen			6				4	124	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 CHI1	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											
4.4.1 CPOT	Critical Perspectives on Tourism				6			3	138	6	Learner's Portf	3,0%
4.4.2 TOOP	Tourism Operations				6			4	124	6	Exam. 120	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 CHI2	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											
4.5.1 CURR	Current Issues and Trends in Tourism: Research Colloquiu				6			4	124	6	Written Assign	3,0%
4.5.2 INTM	Internationalizing Tourism Management: 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 CHI3	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		18	Internsh. Anal	9,0%
0.6.2 BACH	Bachelor Thesis including its Defence							12		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						





## Einführung in das Internationale Tourismusmanagement

Stand: Januar 2014

Modul-Nr./ Code	4.1.1 IITM
Modultitel	Einführung in das Internationale Tourismusmanagement
Semester	1. 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 Modul bildet die Grundlage für alle folgenden studiengangsspezifischen Module und steht hinsichtlich des Verständnisses der Rahmenbedingungen des Wirtschaftens und des methodischen Instrumentariums im Zusammenhang mit den zeitgleich bzw. im selben und im folgenden Semester stattfindenden generellen Managementmodulen 0.1.1 EMQM und 0.1.2 BENV. Keine Verwendbarkeit für andere Studiengänge.
Modulverantwortlicher	Prof. Dr. Desmond Wee
Name der Hochschullehrer	Dr. Sonja Buchberger
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	Essay § 14 (6) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	3 %
Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,</p> <ul style="list-style-type: none"> <li>– Tourismus-Phänomene und ihre Verbindungen mit sozialen, ökonomischen, psychologischen, kulturellen und politischen Arenen sowie deren Manifestierung in nationalen und internationalen Kontexten bestimmen und erklären zu können</li> </ul> <p>sich die soziologischen, anthropologischen und geografischen Grundlagen von Tourismus bewusst zu machen und diese auf wirtschaftliche Umfelder zu beziehen</p> <ul style="list-style-type: none"> <li>– sowie die ganze Bandbreite und Bedeutung zu erschließen, die das Fachgebiet hat, wenn man institutionelle Prozesse, Unternehmenskulturen, Wirkungen des Tourismus und die touristischen Erfahrungen berücksichtigt</li> </ul>
Inhalte des Moduls	<ul style="list-style-type: none"> <li>– Phänomenologie des Tourismus und der Mobilität(en)</li> <li>– Rahmenbedingungen, Planung und Innovation von Tourismus im öffentlichen Sektor</li> <li>– Organisationskulturen im Gastgewerbe</li> <li>– Methodische Grundlagen und Erkenntnistheorie des Tourismus</li> <li>– Destinationen und Vorstellungswelten (Imaginäre)</li> <li>– Ökonomie und Ökologie</li> <li>– (Ausführung) von Kulturen und Identitäten</li> </ul>

Lehr- und Lernmethoden des Moduls	Interaktive Vorlesung, eigene Datenrecherche und -präsentation, Selbststudium
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Untersuchung WTO T&T Report
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p><u>Pflichtliteratur:</u></p> <p><b>Holden, Andrew</b> (2006): Tourism studies and the social sciences. London (u.a.): Routledge.</p> <p><b>Cooper, Chris et al.</b> (2012): Tourism: Principles and practice, Harlow: Pearson.</p> <p><b>Bieger, Thomas</b> (2010): Tourismuslehre: ein Grundriss, 3. Aufl., Bern (u.a.): Haupt.</p> <p><b>Cooper, Chris; Hall, Colin M.</b> (2013): Contemporary tourism: an international approach, 2. ed., Woodeaton, Oxford: Goodfellow Publ.</p> <p><b>Mundt, Jörn W.</b> (2012): Tourismus, 4. Aufl., München: Oldenbourg.</p> <p><b>Page, Michael, Page, Stephen, Connell, Joanne</b> (2009): Tourism: a modern synthesis, 3. ed., Andover: Cengage Learning.</p> <p><b>Steinecke, Albrecht</b> (2011): Tourismus, 2. Aufl., Braunschweig: Westermann.</p>



**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 IITM. 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 dem studiengangsspezifischen Modul IITM. 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> <li>– Hauptgebiete der Makroökonomie</li> <li>– Gesellschaftlicher und demographischer</li> </ul>

	<p>Kontext unternehmerischen Handelns</p> <ul style="list-style-type: none"> <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 Praxis: welche Werkzeuge brauche ich wann? Wie wende ich sie an? Wo liegen die</p>

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

	<p>Managementwissen, Konzepte – Methoden – Praxis. 8. Aufl., Wiesbaden: Gabler.</p> <p><u>Zeitschriften:</u></p> <p><b>Journal of International Business Studies:</b> <b>JIBS:</b> a publication of the Academy of International Business and the Western Business School. Basingstoke (u.a.): Palgrave Macmillan.</p>
--	--





**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 CURR. 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





## Konsum, Märkte und der Tourist

Stand: Januar 2014

Modul-Nr./ Code	4.2.1 KMTO
Modultitel	Konsum, Märkte und der Tourist
Semester	2. Semester
Dauer des Moduls	1
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Häufigkeit des Angebots des Moduls	Einmal im Jahr
Zugangsvoraussetzungen	In der Regel wird das Bestehen des Moduls 4.1.1 IITM verlangt.
Verwendbarkeit des Moduls	Dieses Modul steht im Zusammenhang mit dem in diesem Studiengang zuvor stattfindenden Modul 0.2.2. STRA, dem im selben Semester stattfindenden Modul 0.2.1 MKK. Mit der Betrachtung von Prozessen des Konsums über den Konsumenten und den Markt hinaus, steht das Modul insbesondere auch mit den später stattfindenden Modulen 4.3.1. TOGE und 4.3.2 SPDD im Zusammenhang. Darüber hinaus steht das Modul mit allen studiengangsspezifischen Modulen im Zusammenhang.  Keine Verwendbarkeit für andere Studiengänge.
Modulverantwortlicher	Prof. Dr. Desmond Wee
Name der Hochschullehrer	Elke Schönborn
Unterrichts-/ 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	Klausur 120' § 14 (2) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	3 %
Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,</p> <ul style="list-style-type: none"> <li>– Tourismus als ein Produkt, das in der Verbindung von Industrie , Managementverantwortung und Verbraucherverhalten entsteht, darzustellen</li> <li>– Konsum im Sinne einer Kultur der Verbraucherwahl und des Verbraucherhandelns und identitätsstiftende Handlung im sozialen Raum zu verstehen</li> <li>– Märkte als kulturell geformte Arenen mit Marktpotenzial zu identifizieren und Vermarktungsstrategien für Tourismus-Produkte zu entwickeln</li> <li>– den Touristen im Konsumentenverhalten, alltäglichen Verhalten und im Ausdruck der persönlichen Identität zu verorten</li> </ul>
Inhalte des Moduls	<ul style="list-style-type: none"> <li>– strukturelle Eigenschaften der Tourismuswirtschaft und ihre verschiedenen (Marktformen)</li> <li>– Konsum- und Markttheorien</li> <li>– Ideologien massenmedialer Marktplätze und interpretative Strategien der Konsumenten</li> <li>– Stakeholder der Tourismusindustrie</li> </ul>

Lehr- und Lernmethoden des Moduls	Seminar, Fallstudien, Gruppenarbeit, Selbststudium
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Übungen, Gastvorträge aus der Praxis
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	<p><u>Pflichtliteratur:</u></p> <p><b>Abicht, Carolin</b> (2006): Netzwerke touristischer Dienstleister: Innovation, Herausforderungen, Perspektiven. Saarbrücken: VDM.</p> <p><b>Berg, Waldemar</b> (2012): Tourismusmanagement. 3. Aufl., Herne: NBW-Verlag.</p> <p><b>Buhalis, Dimitrios; Costa, Carlos</b> (eds.) (2006): Tourism management dynamics: trends, management and tools. Amsterdam (u.a.): Butterworth-Heinemann.</p> <p><u>Zusätzlich empfohlene Literatur:</u></p> <p><b>Becker, Christoph; Hopfinger, Helmut; Steinecke, Albrecht</b> (Hrsg.) (2004): Geographie der Freizeit und des Tourismus: Bilanz und Ausblick. 3. unveränd. Aufl., München (u.a.): Oldenbourg.</p> <p><b>Boniface, Brian G.; Cooper, Christopher P.</b> (2009): Worldwide destinations casebook: the geography of travel and tourism, 2. ed., Oxford: Butterworth-Heinemann.</p> <p><b>Opaschowski, Horst W. et al.</b> (2006): Freizeitwirtschaft: die Leitökonomie der Zukunft. Hamburg: LIT (Zukunft, Bildung, Lebensqualität; 2).</p> <p><b>Pompl, Wilhelm</b> (Hrsg.) (2002): Internationales Tourismus-Management: Herausforderungen, Strategien, Instrumente. München: Vahlen.</p> <p><b>Steinecke, Albrecht</b> (2011): Tourismus. 2. Aufl., Braunschweig: Westermann.</p>



## **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 KMTO und CURR. Das 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 KMTO und SPDD. 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>• Strategiementierung</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





## **Tourism Geographies**

**Status: January 2014**

Module-Nr./ Code	4.3.1 TOGE
Module title	Tourism Geographies
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 4.2.1 KMTO is required.
Applicability of the module	This module is connected to all other speciality modules, and especially 4.4.1 CPOT as these modules require interpretive approaches in teaching and learning. It is also connected to 4.3.2 SPDD since SPDD provides the 'real' place (destination) to situate the abstract spaces discussed in this module. For the general management modules, the clear links are 0.5.1 EIMx and 0.5.2 CHIN. No applicability of the module to other programs.
Person responsible for the module	Prof. Dr. Desmond Wee
Name(s) of the instructor(s)	Prof. Dr. Desmond Wee
Teaching language	English
Number of ECTS credits	6

Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar paper (written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER 01.02.2014
Weighting of the grade within the total grade	3 %
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 the role of space and place using cultural, geographical and anthropological lenses to explore the social construction of tourism in globalization, development and mobilities</li> <li>– demonstrate how spaces are shaped from various human and physical perspectives through the diversity of tourism practices at local, regional, national and international level</li> <li>– investigate planned and spontaneous landscapes to understand the consumptive spaces of tourism as well as reflexivity in consumption within particular social relations</li> <li>– analyse differing socio-economic, environmental and cultural impacts of tourism on a destination and review the creation of new tourist geographies in social, technological, economic and political arenas</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Methodological considerations in tourist destinations</li> <li>– Tourism flows and its implications in development</li> <li>– Tourism as mobilities and performance</li> </ul>

	<ul style="list-style-type: none"><li>– Media Images, representation and tourism</li><li>– Impacts of tourism and their implications for local geographies</li></ul>
--	--

Teaching and learning methods of the module	Lecture Case studies Group work Self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Excursions and guest lectures from industry practitioners
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Urry, John and Larsen, Jonas</b> (2011): The Tourist Gaze 3.0, London (u.a.): Sage.</p> <p><b>Baerenholdt, Jørgen O. et al.</b> (2004): Performing Tourist Places, Aldershot (u.a.): Ashgate.</p> <p><b>Cartier, Carolyn and Lew, Alan A.</b> (2005): Seductions of place: geographical perspectives on globalization and touristed landscapes. London (u.a.): Routledge.</p> <p><b>Lew, Alan A., Hall, C. Michael and Williams, Allan M.</b> (eds.) (2004): A Companion to Tourism. Malden: Blackwell.</p> <p><b>Cresswell, Tim and Merriman, Peter</b> (2011): Geographies of mobilities: practices, spaces, subjects. Farnham: Ashgate.</p>

## **Strategic Planning and Destination Development**

**Status: January 2014**

Module-Nr./ Code	4.3.2 SPDD
Module title	Strategic Planning and Destination Development
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 4.2.1 KMTO is required.
Applicability of the module	This module is connected to all other speciality modules, and especially 4.3.1. TOGE as TOGE provides the 'real' place (destination) to situate the abstract spaces discussed in this module. It is also connected to 4.4.2 TOOP since TOOP provides the applied notions of the value chain. For the general management modules, the clear links are 0.2.2 STRA, 0.3.2 RESO and 0.4.2 MACC. No applicability of the module to other programs.
Person responsible for the module	Prof. Dr. Desmond Wee
Name(s) of the instructor(s)	Christine Schönhuber
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	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>– situate the roles of strategic planning and destination development in wider contexts such as competitiveness, authenticity and identity in tourism</li> <li>– identify problems and stakeholders in the development of international tourism as well as critically assess tourism under consideration of market principles</li> <li>– discuss the strategic marketing process and its influence on operational marketing for different companies in the tourist business</li> <li>– employ real life case studies to understand the functioning of DMOs and branding imperatives</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– International policy guidelines for tourism planning and their impact on smaller-scale actors</li> <li>– Role of destination management and marketing</li> <li>– Power conflicts in planning and development: Social construction of realities vs policy and implementation</li> <li>– Considerations in tourism planning and sustainability in the tourism imperative</li> <li>– Case studies on strategies and strategic</li> </ul>

	<p>processes of companies in the tourist business and destinations</p> <p>– Niche markets in the tourist sector</p>
Teaching and learning methods of the module	<p>Interactive lectures</p> <p>Case studies</p> <p>Group work</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Excursions and guest lectures from industry practitioners
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required pre-semester reading:</u></p> <p><b>Page, Stephen J., Page, Michael, Connell, Joanne</b> (2009): Tourism: a modern synthesis. 3. ed., Andover: Cengage.</p> <p><u>Supplementary recommended reading:</u></p> <p><b>Cooper, Chris; Hall, Colin M.</b> (2008): Contemporary tourism: an international approach. Amsterdam (u.a.): Butterworth-Heinemann.</p> <p><b>Cooper, Chris; Hall, Colin M.</b> (2012): Contemporary tourism: an international approach. 2. ed., Woodeaton, Oxford: Goodfellow Publ.</p> <p><b>Fuchs, Matthias; Weiermeier, Klaus</b> (2004): Destination Benchmarking: an Indicator-System's Potential for Exploring Guest Satisfaction. In: Journal of Travel Research. 42(3), 212-225.</p> <p><b>Horner, Susan; Swarbrooke, John</b> (2004): International cases in tourism management. Oxford (u.a.): Elsevier Butterworth Heinemann.</p> <p><b>Kotler, Philip et al.</b> (2010): Marketing for Hospitality and Tourism. 6. ed., new intern. ed., Harlow: Pearson.</p> <p><b>Kozak, Metin</b> (2004): Destination Benchmarking – Concepts, Practices and Operations. Wallingford (u.a.): CABI Publishing.</p>

**Mull, Richard F. et al.** (2009): Recreation Facility Management: Design, Development, Operations and Utilization. Champaign, Il.: Human Kinetics.

**Page, Stephen et al.** (2010): Scenario planning as a tool to understand uncertainty in tourism: the example of transport and tourism in Scotland in 2025. In: Current Issues in Tourism 13(2), 99–237.

**Pike, Steven** (2008): Destination Marketing. Amsterdam (u.a.): Butterworth Heinemann.

**Yilmaz, Yildirim, Bititci, Umit S.** (2006): Performance measurement in tourism: a value chain model. In: International Journal of Contemporary Hospitality Management 18(4), 341–349.



## 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, INTS and the ITM specific module TOOP. 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>
--	---

## **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 modules 0.1.1 EMQM is required.
Applicability of the module	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 ITM specific modules SPDD and TOOP. 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)	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 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	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.
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 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>
--	---



## Critical Perspectives on Tourism

**Status: January 2014**

Module-Nr./ Code	4.4.1 CPOT
Module title	Critical perspectives on tourism
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 4.3.1 TOGE and 4.3.2 SPDD is required.
Applicability of the module	This module is connected to all other speciality modules, and especially 4.5.1 CURR and 4.5.2 INTM as it provides the basis for current issues and international perspectives. It is also connected to 4.4.2 TOOP since TOOP provides the applied notions of the value chain. For the general management modules, the clear links are 0.5.1 EIMx and 0.5.2 CHIN. No applicability of the module to other programs.
Person responsible for the module	Prof. Dr. Desmond Wee
Name(s) of the instructor(s)	Prof. Dr. Desmond Wee
Teaching language	English
Number of ECTS credits	6

Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– integrate current ethical, political and social issues and reflect this in academic discussion in relation to gender, sexuality, class, ethnicity and disability</li> <li>– argue and critically evaluate tourism as a social force that contributes to intercultural dialogue concerning issues of inclusion and exclusion, justice and inequality and the transformation of places and cultures</li> <li>– embody a reflexive self in critical research practices that work on subjectivity, positionality and emotional empowerment especially in relation to developing new and alternative methodologies</li> <li>– position and question ethical and socially responsible frameworks in tourism to consider the making of sustainable communities and creative/social entrepreneurship</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Business ethics and sustainability in tourism</li> <li>– New economies and products in tourism consumption</li> <li>– Impacts of the changing cultural, political and</li> </ul>

	<p>physical landscape</p> <p>– Critical methodologies in tourism research</p>
Teaching and learning methods of the module	Seminars, case studies in groups
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Excursions if possible
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p><b>Hannam, Kevin and Knox, Dan</b> (2010): Understanding Tourism: a Critical Introduction. London (u.a.): Sage.</p> <p><b>Ateljevic, Irena, Pritchard, Annette and Morgan, Nigel</b> (eds.) (2007): The Critical Turn in Tourism Studies: Innovative Research Methodologies. Amsterdam (u.a.): Elsevier.</p> <p><b>Singh, Tejvir V.</b> (Ed.) (2012) Critical Debates in Tourism. Bristol (u.a.): Channel View Publications.</p> <p><u>Recommended reading:</u></p> <p><b>Buhalis, Dimitrios</b> (ed.) (2006): Tourism dynamics: trends, management and tools. Amsterdam (u.a.): Butterworth-Heinemann.</p> <p><b>Fennell, David A.</b> (2006): Tourism Ethics. Clevedon (u.a.): Channel View Publ. (Aspects of tourism; 30).</p> <p><b>Hall, Colin M. et al.</b> (eds.) (2005): Tourism, recreation, and climate change. Clevedon (u.a.): Channel View Publ. (Aspects of Tourism; 22).</p> <p><b>Henderson, Joan C.</b> (2007): Tourism crises: causes, consequences and management. Amsterdam (u.a.): Butterworth-Heinemann.</p> <p><b>Higham, James</b> (ed.) (2007): Critical issues in</p>

	<p>ecotourism: understanding a complex tourism phenomenon. Amsterdam (u.a.): Elsevier Butterworth-Heinemann.</p> <p><b>Mason, Peter</b> (2010): Tourism impacts, planning and management. 2. ed., repr., Amsterdam (u.a.): Elsevier Butterworth-Heinemann.</p> <p><b>Wall, Geoffrey, Mathieson, Alister</b> (2008): Tourism: change, impacts and opportunities. Harlow (u.a.): Pearson Prentice Hall.</p> <p><b>Weaver, David B.</b> (2007): Sustainable tourism: theory and practice. 1. ed., reprint. Amsterdam (u.a.): Elsevier Butterworth-Heinemann.</p> <p><b>Bauman, Zygmunt</b> (1996): From pilgrim to tourist - or a short history of identity. In: Hall, Stuart et al. (eds.): Questions of cultural identity. London (u.a.): Sage, 18-36.</p> <p><b>Bramwell, Bill</b> (ed.) (2000): Tourism collaboration and partnership: politics, practice and sustainability. Clevedon (u.a.): Channel View Publication. (Aspects of tourism, 2).</p> <p><b>Harris, Robert et al.</b> (eds.) (2002): Sustainable tourism: a global perspective. Oxford (u.a.): Butterworth-Heinemann.</p> <p><b>Horner, Susan, Swarbrooke John</b> (2009): International cases in tourism management. repr., Amsterdam (u.a.): Elsevier Butterworth-Heinemann.</p> <p><b>Mowforth, Martin, Munt, Ian</b> (2003): Tourism and sustainability: development and new tourism in the Third World. 2. ed., London (u.a.): Routledge.</p> <p><b>Veal, Anthony J.</b> (2002): Leisure and tourism policy and planning. 2. ed., Wallingford: CABI Publ.</p>
--	---

## **Tourism Operations**

**Status: January 2014**

Module-Nr./ Code	4.4.2 TOOP
Module title	Tourism Operations
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 4.3.1 TOGE and 4.3.2 SPDD is required.
Applicability of the module	This module is connected to all other speciality modules, and especially 4.3.2 SPDD since SPDD provides the basis for destination management. It is also connected to 4.5.2 INTM to apply this module using internationalization aspects. For the general management modules, the clear links are the practical components, namely 0.3.1 IPRO, 0.4.1 APRO, 0.3.2 RESO and 0.4.2 MACC. No applicability of the module to other programs.
Person responsible for the module	Prof. Dr. Desmond Wee
Name(s) of the instructor(s)	Dr. Kristyna Bicikova
Teaching language	English
Number of ECTS credits	6

Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
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>– assess the importance of intangible services, emotional experiences and symbolic values in a competitive market, and apply this to the configuration of customer relationships of service providers</li> <li>– decode strategies and processes of procurement marketing as a central service of intermediaries</li> <li>– analyse and develop management processes and interfaces to other service providers within the tourism value chain</li> <li>– create a marketable product by combining various actors within tourist services</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Operational Management in International Tourism</li> <li>– Characteristics and challenges of tourism as service industry</li> <li>– Stakeholder and role in tourism value chain through collaboration, competitive vertical integration and international operations</li> <li>– Overview of connections between strategic and</li> </ul>

	operational marketing
Teaching and learning methods of the module	Interactive lectures Case studies Exercises
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>Hudson, Simon</b> (2008): Tourism and Hospitality Marketing: a global perspective. Los Angeles (u.a.): Sage.</p> <p><b>Kotler, Philip, Bowen John T., Makens James C.</b> (2010): Marketing for Hospitality and Tourism. 5. ed., internat. ed., Boston (u.a.): Pearson Prentice Hall.</p> <p><b>Kotler, Philip; Armstrong, Gary</b> (2012): Principles of Marketing. 13. ed., Boston (u.a.): Pearson Prentice Hall.</p> <p><b>Middleton, Victor T.C.</b> (2009): Marketing in Travel and Tourism. 4. ed., Amsterdam (u.a.): Elsevier Butterworth-Heinemann.</p>





## 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, INTS and also to the ITM specific module TOOP. 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.
--	--

## 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 ITM specific modules SPDD and TOOP. 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.
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</b> (2011): 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 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 B1.2 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 Progressif du Français des Affaires. Paris:</p>

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</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>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 POR 1 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>
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 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>
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> <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>
--	---



**Current Issues and Trends in Tourism:**  
**Research Colloquium**

**Status: January 2014**

Module-Nr./ Code	4.5.1 CURR
Module title	Current Issues and Trends in Tourism: Research Colloquium
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	As a general rule, the successful completion of the module 0.1.3 WISS is required.
Applicability of the module	This module is connected to all other speciality modules, and especially 4.5.2 INTM since INTM provides the basis for internationalization aspects. It is also connected to 4.4.1 CPOT as critical approaches need to be first understood. For the general management modules, the clear links are 0.1.3 WISS, 0.2.1 MKK, 0.5.1 EIMx and 0.5.2 CHIN. No applicability of the module to other programs.
Person responsible for the module	Prof. Dr. Desmond Wee
Names of the instructors	Prof. Dr. Desmond Wee
Teaching language	English

Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written assignment § 14 (4) 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>– identify and analyse selected current issues and trends of international tourism market segments, taking into account ethical, social and ecological aspects in particular</li> <li>– develop a specific research question and work on it in an academic manner and, as a result, contribute towards developing theoretical approaches for the tourism industry in an international context</li> <li>– present and discuss their working results to and with peers (=&gt; academic discourse)</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Definition of research questions</li> <li>– Evaluation of status of research and reading for the respective research questions</li> <li>– Development of appropriate scientific methodologies to operationalize the respective research questions</li> <li>– Feedback and group discussion of the selected issues and the respective status of work from multiple academic perspectives</li> <li>– Exemplary discussion of current issues in tourism management (e.g. currently being discussed) <ul style="list-style-type: none"> <li>• Mergers and strategic alliances in</li> </ul> </li> </ul>

	<p>the tourism industry</p> <ul style="list-style-type: none"> <li>• New trends in the tourism sector</li> <li>• Narratives in tourism</li> <li>• Contexts, cultures and tourism</li> <li>• Internationality/Interculturality</li> <li>• Critical discourse in tourism</li> <li>• Relevant tourism theories</li> <li>• Qualitative vs. quantitative research approaches</li> </ul> <p>– Work on current issues by creating a case study and evaluating it</p> <p>– Theory and methodology of tourism studies</p>
<p>Teaching and learning methods of the module</p>	<p>Learning by Teaching: presentation and discussion of scientific methods and status of work in progress</p> <p>Exercises on academic writing</p> <p>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>Richards, Greg, Munsters, Wil</b> (2010): Cultural Tourism Research Methods. Wallingford: CABI.</p> <p><b>Botterill, David, Plattenkamp, Vincent</b> (2012): Key Concepts in Tourism Research. Los Angeles (u.a.): Sage.</p> <p><b>Phillimore, Jenny, Goodson, Lisa</b> (eds.) (2004): Qualitative Research in Tourism: Ontologies, Epistemologies and Methodologies. London (u.a.): Routledge.</p> <p><u>Recommended reading:</u></p> <p>Provided for the specific current issue</p>



**Internationalizing Tourism Management:**  
**Field Studies**

**Status: January 2014**

Module-Nr./ Code	4.5.2 INTM
Module title	Internationalizing Tourism Management: 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	This module is connected to all other speciality modules, and especially 4.5.1 CURR since CURR provides an understanding of current issues. It is also connected to 4.2.1 KMTO as the markets are now positioned in an international perspective. For the general management modules, the clear links are 0.5.1 EIMx and 0.5.2 CHIN alongside 0.5.3 ARST and all the English and foreign language modules. No applicability of the module to other programs.
Person responsible for the module	Prof. Dr. Desmond Wee
Name(s) of the instructor(s)	Dr. Kristyna Bicikova, Prof. Dr. Louise Bielzer, 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 international tourism markets and assess the frameworks for tourism companies to work internationally</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 tourism management activities</li> <li>• foster in-depth knowledge and understand phenomena/trends in international media markets</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• Approaches and theories of internationalization in tourism</li> </ul>

	<p>management</p> <ul style="list-style-type: none"> <li>• Strategies and multidimensional (inter)cultural and performative concepts of internationalization and globalization</li> <li>• Action plans, frameworks and identification of resources for internationalization efforts within the framework of globalization</li> <li>• Ethnographic field studies as part of a qualitative research methodology</li> <li>• Ethics and social responsibilities as part of international tourism management activities</li> <li>• Designing internationalization projects and business ideas in relation to students' core competencies</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, field trips
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Hall, C. Michael</b> (ed.) (2011): Fieldwork in Tourism. London (u.a.): Routledge.</p> <p><b>Knowles, Tim et al.</b> (2004): The Globalization of Tourism and Hospitality: a strategic perspective. 2. ed., London: Thomson.</p> <p><b>Sigala, Marianna, Leslie, David</b> (2006): International Cultural Tourism: Management, implications and cases. Repr., Amsterdam (u.a.) : Elsevier Butterworth-Heinemann.</p> <p><u>Recommended reading:</u></p> <p><b>Geertz, Clifford</b> (1973): The Interpretation of Cultures. New York: Basic Books (Chapter 1 and 15)</p>

	<p><b>Schechner, Richard</b> (2013): Performance Studies: an Introduction. 3. ed., London (u.a.): Routledge (Introduction and Chapter 1)</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 ITM specific modules of the program, especially TOGE, CPOT, CURR and INTM. 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).
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>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 ITM specific modules of the program, especially TOGE, CPOT, CURR and INTM. 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 ITM specific modules of the program, especially TOGE, CPOT, CURR and INTM. 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 Response-abilities 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: Emerald. 3, 25–58.</p> <p><b>Nijhof, A.H.J., Fischer, O.</b> (1997): Dealing</p>

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)**

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



## 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	<p>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 ITM specific modules TOGE, CPOT, CURR and INTM.</p> <p>This module is part of all the Bachelor programs at Karlshochschule International University.</p>
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	Students who have successfully participated in this module will be able to: <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>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	Students who have successfully participated in this module will be able to: <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 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: 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 (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.
--	--



## 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 and the specific module INTM. This module is also part of the IMA, IEM, IEVM, 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 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to:

	<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 programme (e.g. inbound and outbound tourism, trade fair activities, marketing and media landscape, typical cultural institutions in the country etc.); these perspectives are the subject of the student assignment with instructor guidance.</li> </ul>
Content of the module	<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> <li>– East /South-East Asian studies</li> </ul> <p>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	Internship analysis

of credits	§ 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> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>• Project management</li> <li>• Procurement</li> <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 4.5.1 CURR.
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)