Bachelor-Studiengang

Kunst- und Kulturmanagement

Karlshochschule
International University

Modulbeschreibungen

Inhaltsverzeichnis

Zielsetzung

Grundlegendes Bildungsziel des Studiengangs „Kunst- und Kulturmanagement" ist der Erwerb der Kompetenz, Fragestellungen im Spannungsfeld und Überschneidungsbereich von künstlerisch-ästhetischen und ökonomischen Anforderungen mit Hilfe wissenschaftlicher Theorien, Prinzipien und Methoden zu verstehen, zu analysieren, zu bewerten und zu interpretieren, Problemlösungen zu erarbeiten sowie auf der Grundlage des Wissens über kulturell-künstlerische Prozesse und ästhetische Wirkungsmechanismen als Vermittler zwischen Kultur und Wirtschaft angemessen und effektiv zu handeln, Märkte zu erschließen, Organisationen zu entwickeln und relevante Managementfunktionen wahrzunehmen.

Integraler Bestandteil dieser Zielsetzung ist der Erwerb der Kompetenz, in herausfordernden Akteurskonstellationen ethisch reflektiert selbstständig und eigenverantwortlich im Bewusstsein seiner gesellschaftlichen Implikationen und Konsequenzen zu handeln, in Teams eine aktive, gestaltende Rolle zu übernehmen, zwischen widerstreitenden Interessen respektvoll zu vermitteln und eigene Lernprozesse selbst zu steuern.

Curriculumsübersicht

<table>
<tr><th colspan="12">Curriculumsübersicht - "Kunst- und Kulturmanagement"</th></tr>
<tr><th rowspan="2">Modul-Code</th><th rowspan="2">Bezeichnung</th><th colspan="6">Semester</th><th colspan="3">Gesamt</th><th rowspan="2">Prüfungs-leistungen</th><th rowspan="2">Gewicht für Gesamtnote</th></tr>
<tr><th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>SWS</th><th>Selbst</th><th>ECTS</th></tr>
<tr><td>6.1.1 EKMA</td><td>Einführung in das Kunst- und Kulturmar</td><td>6</td><td></td><td></td><td></td><td></td><td></td><td>4</td><td>124</td><td>6</td><td>Essay</td><td>3,0%</td></tr>
<tr><td>0.1.1 EMQM</td><td>Einführung in das Management und se</td><td>10</td><td></td><td></td><td></td><td></td><td></td><td>8</td><td>188</td><td>10</td><td>KL 240</td><td>5,0%</td></tr>
<tr><td>0.1.2 BENV</td><td>Business Environment</td><td>5</td><td>5</td><td></td><td></td><td></td><td></td><td>8</td><td>188</td><td>10</td><td>Case Study</td><td>5,0%</td></tr>
<tr><td>0.1.3 WISS</td><td>Einführung in das wissenschaftliche Ar</td><td>5</td><td>5</td><td></td><td></td><td></td><td></td><td>8</td><td>188</td><td>10</td><td>Lernportfolio</td><td>5,0%</td></tr>
<tr><td>0.1.4 EFL1</td><td>English as a Foreign Language 1</td><td>4</td><td></td><td></td><td></td><td></td><td></td><td>4</td><td>64</td><td>4</td><td>KL 90; Test</td><td>2,0%</td></tr>
<tr><td>6.2.1 KGTG</td><td>Kunst und Kultur: Geschichte, Theorie, Gese</td><td></td><td>6</td><td></td><td></td><td></td><td></td><td>5</td><td>110</td><td>6</td><td>Essay</td><td>3,0%</td></tr>
<tr><td>0.2.1 MKK</td><td>Märkte, Kultur und Kommunikation</td><td></td><td>5</td><td></td><td></td><td></td><td></td><td>3</td><td>108</td><td>5</td><td>Referat</td><td>2,5%</td></tr>
<tr><td>0.2.2 STRA</td><td>Grundlagen des strategischen Mgmts.</td><td></td><td>5</td><td></td><td></td><td></td><td></td><td>3</td><td>108</td><td>5</td><td>KL 120</td><td>2,5%</td></tr>
<tr><td>0.2.3 EFL2</td><td>English as a Foreign Language 2</td><td></td><td>4</td><td></td><td></td><td></td><td></td><td>4</td><td>64</td><td>4</td><td>KL 90; Test</td><td>2,0%</td></tr>
<tr><td colspan="13"></td></tr>
<tr><td>6.3.1 CANMD</td><td>Challenging Actors: Networks, Mediations, Drama</td><td></td><td></td><td>6</td><td></td><td></td><td></td><td>4</td><td>124</td><td>6</td><td>Learner's Portf</td><td>3,0%</td></tr>
<tr><td>6.3.2 CPFL</td><td>Cultural Policy, Financing and Law</td><td></td><td></td><td>6</td><td></td><td></td><td></td><td>4</td><td>124</td><td>6</td><td>Seminar Pape</td><td>3,0%</td></tr>
<tr><td>0.3.1 IPRO</td><td>Introductory Company Project</td><td></td><td></td><td>6</td><td></td><td></td><td></td><td>6</td><td>96</td><td>6</td><td>Project Work</td><td>3,0%</td></tr>
<tr><td>0.3.2 RESO</td><td>Resources: Financial Resources, HR, Organizatio</td><td></td><td></td><td>6</td><td></td><td></td><td></td><td>6</td><td>96</td><td>6</td><td>Presentation</td><td>3,0%</td></tr>
<tr><td>0.3.3 xxx</td><td>Foreign Language 2.1</td><td></td><td></td><td>6</td><td></td><td></td><td></td><td>4</td><td>124</td><td>6</td><td>Exam. 90; Test</td><td>3,0%</td></tr>
<tr><td>0.3.3 ARA1</td><td>Arabic 1</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.3.3 CHI1</td><td>Chinese 1</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.3.3 FRA1</td><td>French 1</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.3.3 ITA1</td><td>Italian 1</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.3.3 JAP1</td><td>Japanese 1</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.3.3 POR1</td><td>Portuguese 1</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.3.3 RUS1</td><td>Russian 1</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.3.3 SPA1</td><td>Spanish 1</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td colspan="13"></td></tr>
<tr><td>6.4.1 SACM</td><td>Strategic Arts Management in Different Institutions a</td><td></td><td></td><td></td><td>6</td><td></td><td></td><td>4</td><td>124</td><td>6</td><td>Written Assign</td><td>3,0%</td></tr>
<tr><td>6.4.2 ACME</td><td>Arts Communication, Marketing and Education</td><td></td><td></td><td></td><td>6</td><td></td><td></td><td>4</td><td>124</td><td>6</td><td>Presentation</td><td>3,0%</td></tr>
<tr><td>0.4.1 APRO</td><td>Advanced Company Project</td><td></td><td></td><td></td><td>6</td><td></td><td></td><td>4</td><td>124</td><td>6</td><td>Project Work</td><td>3,0%</td></tr>
<tr><td>0.4.2 MACC</td><td>Managerial Accounting</td><td></td><td></td><td></td><td>6</td><td></td><td></td><td>4</td><td>124</td><td>6</td><td>Exam. 180</td><td>3,0%</td></tr>
<tr><td>0.4.3 xxx</td><td>Foreign Language 2.2</td><td></td><td></td><td></td><td>6</td><td></td><td></td><td>4</td><td>124</td><td>6</td><td>Exam. 90; Test</td><td>3,0%</td></tr>
<tr><td>0.4.3 ARA2</td><td>Arabic 2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.4.3 CHI2</td><td>Chinese 2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.4.3 FRA2</td><td>French 2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.4.3 ITA2</td><td>Italian 2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.4.3 JAP2</td><td>Japanese 2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.4.3 POR2</td><td>Portuguese 2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.4.3 RUS2</td><td>Russian 2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.4.3 SPA2</td><td>Spanish 2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td colspan="13"></td></tr>
<tr><td>6.5.1 CURR</td><td>Current Issues in ACM: Research Colloquium</td><td></td><td></td><td></td><td></td><td>6</td><td></td><td>4</td><td>124</td><td>6</td><td>Written Assign</td><td>3,0%</td></tr>
<tr><td>6.5.2 INACM</td><td>Internationalizing Arts and Cultural Management: Field St</td><td></td><td></td><td></td><td></td><td>6</td><td></td><td>4</td><td>124</td><td>6</td><td>Presentation</td><td>3,0%</td></tr>
<tr><td>0.5.1 EIMx</td><td>Elective: Ethics in Management</td><td></td><td></td><td></td><td></td><td>6</td><td></td><td>3</td><td>138</td><td>6</td><td>Essay</td><td>3,0%</td></tr>
<tr><td>0.5.2 CHIN</td><td>Change and Innovation</td><td></td><td></td><td></td><td></td><td>6</td><td></td><td>3</td><td>138</td><td>6</td><td>Learner's Portf</td><td>3,0%</td></tr>
<tr><td>0.5.3 xxx</td><td>Elective: Culture and Language</td><td></td><td></td><td></td><td></td><td>6</td><td></td><td>x</td><td>xxx</td><td>6</td><td>xxx</td><td>3,0%</td></tr>
<tr><td>0.5.3 xxx</td><td>Foreign Language 2.3</td><td></td><td></td><td></td><td></td><td></td><td></td><td>4</td><td>124</td><td>6</td><td>Exam. 90; Test</td><td></td></tr>
<tr><td>0.5.3 ARA3</td><td>Arabic 3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.5.3 CHI3</td><td>Chinese 3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.5.3 FRA3</td><td>French 3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.5.3 ITA3</td><td>Italian 3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.5.3 JAP3</td><td>Japanese 3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.5.3 POR3</td><td>Portuguese 3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.5.3 RUS3</td><td>Russian 3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.5.3 SPA3</td><td>Spanish 3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>0.5.3 xxx</td><td>Host Language</td><td></td><td></td><td></td><td></td><td></td><td></td><td>4</td><td>124</td><td>6</td><td>Exam. 90</td><td></td></tr>
<tr><td>0.5.3 xxx</td><td>Area Studies</td><td></td><td></td><td></td><td></td><td></td><td></td><td>4</td><td>124</td><td>6</td><td>Presentation</td><td></td></tr>
<tr><td colspan="13"></td></tr>
<tr><td>0.6.1 INTS</td><td>Internship</td><td></td><td></td><td></td><td></td><td></td><td>18</td><td></td><td>480</td><td>18</td><td>Internsh. Anal</td><td>9,0%</td></tr>
<tr><td>0.6.2 BACH</td><td>Bachelor Thesis including its Defence</td><td></td><td></td><td></td><td></td><td></td><td>12</td><td></td><td>360</td><td>12</td><td></td><td>16,0%</td></tr>
<tr><td colspan="2">ECTS/Semester</td><td>30</td><td>30</td><td>30</td><td>30</td><td>30</td><td>30</td><td></td><td></td><td></td><td></td><td>100,0%</td></tr>
<tr><td colspan="2">Summe Semesterstunden</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td colspan="2">Summe Workload (WL)</td><td>900</td><td>900</td><td>900</td><td>900</td><td>900</td><td>900</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td colspan="2">WL-Stunden/Jahr</td><td colspan="2">1800</td><td colspan="2">1800</td><td colspan="2">1800</td><td></td><td></td><td></td><td></td><td></td></tr>
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Einführung in das Kunst- und Kulturmanagement

Stand: Januar 2014

Modul-Nr./ Code	6.1.1. EKMA
Modulbezeichnung	Einführung in das Kunst- und Kulturmanagement
Semester oder Trimester	1. Semester
Dauer des Moduls	1 Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Bezüge zu allen studiengangspezifischen Modulen sowie insbesondere zu den Modulen EMQM und WISS. Keine Verwendbarkeit für andere Studiengänge.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Martin Zierold
Name der/des Hochschullehrer/s	Prof. Dr. Martin Zierold
Lehrsprache	deutsch
Zahl der zugeteilten ECTS-Credits	6
Gesamtworkload und ihre Zusammen-setzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 180 Stunden (Kontaktzeit = 56 Stunden, Selbststudium = 124 Stunden)
SWS	4
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Essay § 14 (6) SPO 01.02.2014
Gewichtung der Note in der Gesamtnote	3 %
Qualifikationsziele des Moduls	Studenten, die dieses Modul erfolgreich absolviert haben, sind in der Lage

	− die historische Entwicklung des Feldes 'Kulturmanagement' und wichtige Akteure und Tätigkeitsbereiche im Spannungsverhältnis zwischen Kunst und Ökonomie und dessen gesellschaftlich-ethischen Implikationen zu beschreiben, − die grundlegenden kulturpolitischen, rechtlichen und gesellschaftlichen Rahmenbedingungen des Kulturmanagements zu erklären, − die eigenen Studienziele und die persönliche Motivation für eine Tätigkeit im Kunst- und Kulturbereich zu reflektieren
Inhalte des Moduls	− Einführung in die Geschichte des Kulturmanagements und damit verbundene Debatten − Einführung in *Keywords* und zentrale Konzepte des internationalen Kulturmanagements − Überblick über kulturpolitische, -rechtlich*e* und gesellschaftliche Rahmen-bedingungen für Kunst und Kultur in Deutschland − Überblick über die Kultursparten und -institutionen sowie zentrale Managementfelder (z.B. Fundraising, Vermittlung, Marketing, Führung)
Lehr- und Lernmethoden des Moduls	Vorlesung, Übungen, Selbststudium
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Praxisbesuche (z.B. Theater, Museen, Orchester, Kulturamt u.a.), Kunstbegegnungen (Auseinandersetzung mit Kunstwerken und deren Entstehungsbedingungen)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	Pflichtlektüre: **Bendixen, Peter** (2011): Einführung in das Kultur- und Kunstmanagement. 4. Aufl., Wiesbaden: VS Verlag für Sozialwissenschaften, S. 324-348. **Chong, Derrick** (2010): Arts management. 2. ed., London (u.a.): Routledge, S. 2-23, 43-52. **Höhne, Steffen** (2009): Kunst- und Kulturmanagement: eine Einführung. Paderborn: Fink, S. 19-35, 48-56, 56-63, 119-144, 171-182.

Klein, Armin (2009): Gesucht: Kulturmanager. Wiesbaden: VS Verlag für Sozialwissenschaften, S. 43-63.

Schmidt, Siegfried J. (1999): Kunst als Konstruktion. Konstruktivistische Beobachtungen. In: Weber, Stefan (Hrsg.): Was konstruiert Kunst?: Kunst an der Schnittstelle von Konstruktivismus, Systemtheorie und Distinktionstheorie. Wien: Passagen-Verlag, 19-46.

Zusätzlich empfohlene Literatur:

Bendixen, Peter (2011): Einführung in das Kultur- und Kunstmanagement. 4. Aufl., Wiesbaden: VS Verlag für Sozialwissenschaften.

Chong, Derrick (2010): Arts management. 2. ed., London (u.a.): Routledge.

Drucker, Peter F. (2005): Managing the non-profit organization: practices and principles. New York: Collins Business, S. 189-202.

Gerlach-March, Rita (2010): Kulturfinanzierung. Wiesbaden: VS Verlag für Sozialwissenschaften.

Kapielski, Thomas (2006): Anblasen: Texte zur Kunst. Berlin: Merve-Verlag, S. 23-38.

Haselbach, Dieter et al. (2012): Der Kulturinfarkt: von allem zu viel und überall das Gleiche. Eine Polemik über Kulturpolitik, Kulturstaat, Kultursubvention. 2. Aufl., München: Knaus, S. 15-51, 241-279.

Klein, Armin (Hrsg.) (2011): Kompendium Kulturmanagement: Handbuch für Studium und Praxis. 3. Aufl., München: Vahlen.

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 EKMA. 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	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, – 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, – Grundfragen des Managements sowie Bedeutung, Aufgaben und Rollen des Managers in unterschiedlichen Organisationen aus verschiedenen Perspektiven zu beschreiben – die wesentlichen Akteure und Institutionen des unternehmerischen Handelns zu definieren, zu unterscheiden und ihr Zusammenwirken zu erläutern – allgemeines und funktionales sowie normatives, strategisches und operatives Management in Zielen und Aufgaben zu differenzieren – das Konzept der Wertkette darzustellen und die primären, steuernden und unterstützenden Prozesse der Wertkette (nach M. E. Porter) zu unterscheiden – Management als Querschnittsfunktion zur Planung, Steuerung und Kontrolle des Ressourceneinsatzes und des Zusammenwirkens der Sachfunktionen anhand des PDCA-Zyklusses zu beschreiben – zu unterscheiden, welche Managementsituationen mit Hilfe

	welcher Methoden (analytisch, quantitativ, qualitativ, interpretativ) am besten bewältigt werden können – Die Finanzströme entlang der Wertkette zu benennen sowie die Bedeutung und Prinzipien des Rechnungswesens, der Finanzierung und der Investitionsrechnung beschreiben zu können. – Aufgaben der linearen Algebra und der Analysis zu lösen und auf konkrete Fragestellungen der Managementlehre anzuwenden – das Gelernte auf aktuelle Fragestellungen und in ausgewählten Fallbeispielen anzuwenden und, auch im Hinblick auf die eigene Verortung im Studium, kritisch zu hinterfragen.
Inhalte des Moduls	– Historische Entwicklungsschritte und ausgewählte Konzeptionen des Managements – Das multifunktionale sozio-technische System Unternehmung, dargestellt anhand der Wertkette nach M. E. Porter – Ziele und Aufgaben des allgemeinen und funktionalen Managements sowie des Projektmanagements – Die normative, strategische und operative Ebene des Managements – Rollen, Aufgaben und Kompetenzen im Management und deren kritische Reflexion aus kulturalistisch-konstruktivistischer Perspektive – Die Ressourcen der Unternehmung und der situative Einsatz der Instru-mente des Managements, insbesondere Zielsetzung, Planung, Organisation/Delegation und Kontrolle unter Komplexitäts- und Ambiguitäts-bedingungen – Grundkenntnisse der Finanzierung – Grundlagen des internen und externen Rechnungswesens (jeweils nach HGB und IFRS) – Verständnis von Investition und Unternehmensbewertung – Lineare Algebra: Lösen linearer Glei-chungssysteme mit dem Gaußschen Algorithmus; Anwendung auf Leon-

	tiefsches Input–Output–Produktionsmodell.
	– Lineare Optimierung: graphisches Lösen von Problemen mit zwei Variablen; systematisches Lösen mit der Simplexmethode.
	– Finanzmathematik: Zinseszinsrechnung; Tilgung in gleichen Annuitäten; Rentenrechnung; Abschreibung.
	– 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.
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesung, Übungen zur Anwendung quantitativer Methoden auf Aufgabenstellungen des Management Fallstudien
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	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)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	Pflichtlektüre: **Schreyögg, Georg, Koch, Jochen** (2010): Grundlagen des Managements: Basiswissen für Studium und Praxis. 2. Aufl., Wiesbaden: Gabler. **Meffert, Heribert, Burmann, Christoph,**

	Kirchgeorg, Manfred (2012): Marketing: Grundlagen marktorientierter Unternehmensführung. 11. Aufl., Wiesbaden: Gabler.
	Bauer, Christian et al. (2008): Mathematik für Wirtschaftswissenschaftler. 5. Aufl., Stuttgart: Schäffer-Poeschel.
	Thommen, Jean-Paul, Achleitner, Ann-Kristin (2012): Allgemeine Betriebswirtschaftslehre - Umfassende Einführung aus managementorientierter Sicht. 7. Aufl., Wiesbaden: Gabler.
	Burr, Wolfgang, Stephan, Michael, Werkmeister, Clemens (2011): Unternehmensführung. 2. Aufl., München: Vahlen.
	van Elst, Henk (2009–2012): Wirtschaftsmathematik – Vorlesungsskript zu quantitativen Methoden. Karlsruhe: Karlshochschule International University.

Zusätzlich empfohlene Literatur:

	Daft, Richard L. (2012): New era of management. 11. ed., int. ed., Belmont: Cengage. [Ausgewählte Kapitel]
	Brealey, Richard A., Myers, Stewart, Allen, Franklin (2011): Principles of Corporate Finance. Concise ed., 2. ed., New York: McGraw-Hill Education. [Ausgewählte Kapitel]
	Bosch, Karl. (2012): Mathematik für Wirtschaftswissenschaftler. 15. Aufl., München: Oldenbourg.

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

Business Environment

Status: Januar 2014

Modul-Nr./ Code	0.1.2 BENV
Modulbezeichnung	Business Environment
Semester oder Trimester	1. und 2. Semester
Dauer des Moduls	2 Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Dieses Modul ist Teil des Management Cycle (analyze) und hat insbesondere Bezüge zu EMQM, STRA (plan), RESO (do), MACC (check), CHIN (act), zu den in besonderer Weise profilbildenden Modulen MKK und EIM, zum Wahlpflichtmodul ARST sowie zu den studiengangsspezifischen Modulen KGTG und CPFL. 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	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, – politische, ökonomische, sozio-kulturelle, technologische, ökologische und rechtliche Einflussfaktoren auf unternehmerisches Handeln auf lokaler, regionaler, nationaler und internationaler Ebene und deren Wechselwirkungen zu beschreiben, – aktuelle ökonomische Problemstellungen und die wesentlichen Theorieansätze und Modelle der Makroökonomie darzustellen, einzuordnen und zu interpretieren, – die grundlegenden Rahmenbedingungen, Akteure, Institutionen und Instrumente (wirtschafts-) politischen Handelns darzustellen und politische Entscheidungen über die Verwendung gesellschaftlicher Ressourcen kritisch zu interpretieren, – die Bedeutung der Rechtsordnung für unternehmerisches Handelns im nationalen und internationalen Kontext zu beschreiben und unternehmerische Gestaltungsaufgaben mit den Mitteln des Privat-, Wirtschafts- Handels- und Arbeitsrechts zu lösen und – eine Pestel-Analyse durchzuführen.
Inhalte des Moduls	– Politische, ökonomische, soziale, technologische, ökologische und rechtliche Rahmenbedingungen unternehmerischen Handelns – Träger, Instrumente und Ziele der Wirtschaftspolitik – Die Bedeutung politischer Institutionen und Beziehungen für unternehmerisches Handeln – Wirtschaftsordnungen – Grundbegriffe der VWL – Kreislaufanalyse und volkswirtschaftliche Gesamtrechnung – Entwicklung wirtschaftlicher Indikatoren

	– Hauptgebiete der Makroökonomie
	– Gesellschaftlicher und demographischer Kontext unternehmerischen Handelns
	– Recht als Ordnungselement gesellschaftlichen Zusammenlebens und als Standortfaktor
	– Öffentliches Recht: Freiheitsgarantie und verlässliche Rahmenbedingungen
	– Formen privatrechtlicher Gestaltung im unternehmerischen Kontext, z.B.:
	   o Grundzüge des Kaufvertragsrechts
	   o Grundzüge des Werkvertragsrecht
	   o Grundzüge des Gesellschaftsrechts
	   o Grundzüge des Handelsrechts
	   o Grundzüge des Arbeitsrechts
	– Vergleich unterschiedlicher Rechtskulturen und (Rechts-)formen grenzüberschreitenden Handelns
	– PESTEL-Analyse

Lehr- und Lernmethoden des Moduls	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)
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Fallstudien, Planspiele, Simulation, Exkursion zu politischen Institutionen oder Unternehmen mit aktuellen Standortentscheidungen Themen der Gastvorträge internationaler Experten sind „Auswirkungen wirtschaftlicher und politischer Entwicklungen auf die internationale Sicherheit sowie politische und wirtschaftliche Beziehungen" (z.B. Planspiel „Politik und internationale Sicherheit (POL&IS)" als viertägige Klausurtagung und Exkursion)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	Pflichtlektüre: **Worthington, Ian, Britton, Chris** (2009): The Business Environment. 6. ed., Harlow (u.a.): Financial Times Prentice Hall.

	Kerth, Klaus, Asum, Heiko, Stich, Volker (2011): Die besten Strategietools in der Praxis: welche Werkzeuge brauche ich wann? Wie wende ich sie an? Wo liegen die Grenzen? 5. Aufl., München: Hanser.
	Capon, Claire (2009): Understanding the business environment. 3. ed., Harlow (u.a.): Financial Times Prentice Hall.
	Gassner, Michael (2008): PESTEL – Strategie zur Beherrschung externer Risiken. Düsseldorf: Symposion.
	Bofinger, Peter (2011): Grundzüge der Volkswirtschaftslehre: eine Einführung in die Wissenschaft von Märkten. 3. Aufl., München (u.a.): Pearson Studium. [excerpts]
	Chamberlin, Graeme, Yueh, Linda Y. (2006): Macroeconomics. London: Thomson Learning. [excerpts]
	Führich, Ernst (2010): Basiswissen des Bürgerlichen Rechts und des Handels- und Gesellschaftsrechts für Wirtschaftswissenschaftler und Unternehmenspraxis. 10. Aufl., München: Vahlen. [excerpts]
	Rudzio, Wolfgang (2011): Das politische System der Bundesrepublik Deutschland. 8. Aufl., Wiesbaden: VS Verlag. [excerpts]
	Zusätzlich empfohlene Literatur:
	Englmann, Frank C. (2007): Makroökonomik. Stuttgart: Kohlhammer.
	Guckelsberger, Ulli, Kronenberger, Stefan (2009): Grundzüge der Volkswirtschaftslehre: Lehr- und Übungsbuch. 5. Aufl., Ludwigshafen: Kiehl.
	Mankiw, Gregory N., Taylor, Mark P. (2012): Grundzüge der Volkswirtschaftslehre. 2. Aufl., Stuttgart: Schäffer-Poeschel.
	Johnson, G., Scholes, K., Whittington, R. (2009): Exploring corporate Strategy: text & cases. 8. ed., Harlow (u.a.): Financial Times

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Prentice Hall.

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

<u>Zeitschriften:</u>

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

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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 EKMA. 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	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, – 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, – 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 – Texte, Grafiken, Tabellenkalkulationen und Präsentationen unter Einsatz von Standardsoftware zu erstellen, wissenschaftlich angemessen und effektiv zu kommunizieren und ihre Ergebnisse wirkungsvoll zu präsentieren.
Inhalte des Moduls	– Wissenschafts- und Erkenntnistheorie – Wissenschaftliche Vorgehensweise (Erkenntnisinteresse, Forschungsfrage, Theorien, Hypothesen, Methoden, Intertextueller Diskurs, Literaturrecherche) – Methoden der empirischen Sozialforschung einschließlich ihrer statistischen Grundlagen – Grundlagen der Beschreibenden und Schließenden Statistik – Standards wissenschaftlicher Kommunikation (z.B. Zitationsweise, Bibliographie) – Lern- und Arbeitstechniken
Lehr- und Lernmethoden des Moduls	Vorlesungen, Übungen, Selbststudium

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

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	1st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	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 \n\n 80% of assessment in a written examination (90') and 20% in a test (15' oral form [job interview simulation]: listening comprehension and oral expression) § 14 (2) / § 14 (3) SPO 01.02.2014

Weighting of the grade within the total grade	2 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – communicate in a variety of business situations in the English language, – 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, – write short reports and e-mails, – 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. English level B2.2 (according to the Common European Framework of Reference for Languages)
Content of the module	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.
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)	Recommendations to purchase books are made before the beginning of the semester. **Trappe, Tonya, Tullis, Graham** (2012): Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman. **Trappe, Tonya, Tullis, Graham** (2012): Intelligent business: Coursebook: upper intermediate business English. Harlow (u.a.):

	Pearson Longman. **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

Kunst und Kultur: Geschichte, Theorie, Gesellschaft

Stand: Januar 2014

Modul-Nr./ Code	6.2.1 KGTG
Modulbezeichnung	Kunst und Kultur: Geschichte, Theorie, Gesellschaft
Semester oder Trimester	2. Semester
Dauer des Moduls	1 Semester
Art der Lehrveranstaltung (Pflicht, Wahl, etc.)	Pflicht
Ggfs. Lehrveranstaltungen des Moduls	
Häufigkeit des Angebots des Moduls	Jedes Studienjahr
Zugangsvoraussetzungen	Keine
Verwendbarkeit des Moduls	Bezüge zu allen studiengangspezifischen Modulen, insbesondere EKMA und CANMD, sowie zu BENV und MKK. Keine Verwendbarkeit für andere Studiengänge.
Modulverantwortlicher/Modulverantwortliche	Prof. Dr. Martin Zierold
Name der/des Hochschullehrer/s	Prof. Dr. Martin Zierold, Florian Weingrüll/Elke Sieber (Co-Teaching)
Lehrsprache	deutsch
Zahl der zugeteilten ECTS-Credits	6
Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit)	Gesamtworkload = 180 (70 Kontaktstunden, 110 Selbststudium)
SWS	5
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	Studenten, die dieses Modul erfolgreich absolviert haben, sind in der Lage: – die historische Wechselwirkung von künstlerischen, wissenschaftlichen, ökonomischen und weiteren gesellschaftlichen Entwicklungen exemplarisch interdisziplinär zu analysieren – zentrale Positionen der Kulturwissenschaften (insbes. Kunst- und Kulturtheorie) zu erläutern – grundlegende Forschung der Kunst- und Kultursoziologie zu reflektieren und auf Fragestellungen des Kulturmanagements anzuwenden
Inhalte des Moduls	– Exemplarische interdisziplinäre Vorstellung von internationalen historischen Umbruch- oder Übergangssituationen und deren Aus- bzw. Wechselwirkungen in Kunst, Wissenschaft, Wirtschaft, Politik und anderen Gesellschaftsbereichen – Übersicht über zentrale Diskurse der Kultur- und Kunsttheorie im 20. und 21. Jahrhundert insbesondere mit Blick auf die Rolle von Kunst in der Gesellschaft – Grundlagen der Kunst- und Kultursoziologie (u.a. aus Feldtheorie, Systemtheorie, soziale Ungleichheit, Klassen- und Schichttheorien, Milieu- und Lebensstilansätze) – Soziale und Kulturelle Herausforderungen der Gegenwart (z.B. Globalisierung und Differenzierung, Ökonomisierung, Mediatisierung) und deren Implikationen für Kunstproduktion und -rezeption
Lehr- und Lernmethoden des Moduls	Vorlesung, Übungen, Selbststudium
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Praxisbesuche (z.B. Theater, Museen, Orchester, Kulturamt u.a.), Kunstbegegnungen (Auseinandersetzung mit Kunstwerken und deren Entstehungs- und Rezeptionsbedingungen)

| Literatur
(Pflichtlektüre/zusätzlich empfohlene Literatur) | Pflichtlektüre:

Bauman, Zygmunt (2003): Flüchtige Moderne. Frankfurt am Main: Suhrkamp. (Auszüge)

Bourdieu, Pierre (2006): Die Liebe zur Kunst: europäische Kunstmuseen und ihre Besucher. Konstanz: UVK Verlagsgesellschaft mbH. (Auszüge)

Danko, Dagmar (2012): Kunstsoziologie. Bielefeld: transcript. (Auszüge)

Dilly, Heinrich, Belting, Hans et al. (2008): Kunstgeschichte. 7. Aufl., Berlin: Reimer. (Auszüge)

Essbach, Wolfgang et al. (2004): Culture Club: Klassiker der Kulturtheorie. Frankfurt am Main: Suhrkamp. (Auszüge)

Essbach, Wolfgang et al. (2006): Culture Club: Klassiker der Kulturtheorie 2. Frankfurt am Main: Suhrkamp (Auszüge)

Giddens, Anthony (2001): Konsequenzen der Moderne. 4. Aufl., Frankfurt am Main: Suhrkamp. (Auszüge)

Luhmann, Niklas (2007): Die Kunst der Gesellschaft. Frankfurt am Main: Suhrkamp. (Auszüge).

Zusätzlich empfohlene Literatur:

Alexander, Jeffrey C. et al. (Hrsg.) (2000): Culture and society: contemporary debates. Cambridge: Cambridge University Press

Beck, Ulrich (2012): Risikogesellschaft: auf dem Weg in eine andere Moderne. 21. Aufl., Frankfurt am Main: Suhrkamp. |

Bourdieu, Pierre (2010): Die Regeln der Kunst: Genese und Struktur des literarischen Feldes. 5. Aufl., Frankfurt am Main: Suhrkamp.

Bühl, Walter L. (1987): Kulturwandel: für eine dynamische Kultursoziologie. Darmstadt: Wissenschaftliche Buchgesellschaft.

Brackert, Helmut, Wefelmeyer, Fritz (Hrsg.) (1991): Kultur: Bestimmungen im 20. Jahrhundert. 2. Aufl., Frankfurt am Main: Suhrkamp.

Eco, Umberto (2012): Die Geschichte der Schönheit. 4. Aufl., München: dtv.

Glaser, Hermann (2002): Kleine Kulturgeschichte Deutschlands im 20. Jahrhundert. München: Beck (Beck'sche Reihe, Bd. 1480).

Gerhards, Jürgen (Hrsg.) (1997): Soziologie der Kunst: Produzenten, Vermittler und Rezipienten. Opladen: Westdeutscher Verlag.

Honour, Hugh, Fleming, John (2007): Weltgeschichte der Kunst. Neuaufl., München: Prestel.
[Auszüge]

Moebius, Stephan (2009): Kultur. Bielefeld: Transcript.

Schulze, Gerhard (2005): Die Erlebnisgesellschaft: Kultursoziologie der Gegenwart. Frankfurt am Main (u.a.): Campus.

Wolff, Janet (1989): The ideology of autonomous art. In: Leppert, Richard and McClary, Susan (eds.): Music and society:

	The politics of composition, performance and reception. Cambridge: Cambridge University Press.

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 KGTG, CANMD, CPFL und SACM. 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 Zusammen-setzung (Selbststudium + Kontaktzeit)	Gesamtworkload = 150 Stunden (Kontaktzeit = 42 Stunden, Selbststudium = 108 Stunden)
SWS	3
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Referat (schriftliche Ausarbeitung 60 %, mündlicher Vortrag und Diskussion 40 %) § 14 (5) SPO 01.02.2014

Gewichtung der Note in der Gesamtnote	2,5 %
Qualifikationsziele des Moduls	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, - die Wechselwirkungen von Märkten, Kultur und Kommunikation zu verstehen und in ihrer Bedeutung für unternehmerisches Handeln – auch unter ethischen und normativen Aspekten – aus einer interpretativen wissenschaftlichen Perspektive zu benennen und zu beschreiben, - kommunikatives Handeln und Verhalten im Kontext sozio-kultureller Systeme zu interpretieren und im Hinblick auf einfache Kulturunterschiede zu diskutieren, - sowohl das Konzept „interkulturelle Kompetenz" als auch das der „sozialen Konstruktion von Wirklichkeit" aus der Marktperspektive zu erläutern und - diese Konzepte exemplarisch auf das Handeln in Alltags- und Konfliktsituationen im unternehmerischen Kontext und in fremden Märkten anzuwenden.
Inhalte des Moduls	– Kulturgeschichtliche Zugänge zur Ökonomie – Grundlagen der verstehenden Soziologie und der Symbolökonomie – Mechanistische und interaktionstheoretische Kommunikationsmodelle und deren Auswirkungen auf das Verständnis von Akteuren und Arenen im kulturellen Kontext – Beschaffenheit von Kulturen und Märkten aus mikro- und makrodimensionaler Perspektive – Stereotypen des Interpretierens in unterschiedlichen (regionalen, organisationalen, institutionellen) Kontexten – Fallstudien
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesung
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	Pflichtlektüre: **Bolten, Jürgen** (Hrsg.) (2003): Interkulturelle Kommunikation. Sternenfels: Verlag Wissenschaft & Praxis. [Auszüge] **Fischer, Dirk** (2005): Strategisches Management in der Symbolökonomie. Marburg: Metropolis.

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(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]

<u>Zusätzlich empfohlene Literatur:</u>

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.

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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 dem studiengangsspezifischen Modul SACM. 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	Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, – Bedeutung und Ablauf strategischer Entscheidungsprozesse in globalen Märkten darzustellen, – ausgewählte Methoden der internationalen Unternehmens-, Umfeld-, Markt- und Wettbewerbsanalyse darzustellen und anzuwenden, – verschiedene Konzepte des strategischen Managements zu vergleichen, strategische Alternativen zu formulieren und systematisch geeignete Strategiealternativen auszuwählen, – Methoden zur Umsetzung und Implementierung einer Strategie anzuwenden und – Strategien als Konstruktion und Interaktion der Unternehmung mit ihren gesellschaftlichen Umwelten zu verstehen und kritisch reflektieren zu können.

Inhalte des Moduls	– Strategische Denkweisen und Strategische Konzepte
	    • Historische Annäherung
	    • Kontingenz-und interaktionstheoretische Annäherungen
	    • Market based View
	    • Resource based View
	    • Entrepreneurship & Intrapreneurship
	    • Corporate Strategy
	    • Competitive Strategy
	    • Functional Strategies
	       ▪ Strategisches Talent Management
	       ▪ F&E und Technologie Strategien
	       ▪ Sourcing Strategien
	 – Der Prozess des strategischen Managements
	    • Konzeptionelle Ansätze
	    • Zielfindung
	    • Strategische Planung

	• Strategieimplementierung
	• Strategische Kontrolle
	− Strategische Methoden und Frameworks
	   • SWOT
	   • Wettbewerbsanalyse
	   • Portfolio-Analyse
	   • Five Forces
	   • Weak Signals und Early Recognition
	   • Anticipation
	   • Positioning
	   • 7-S Framework (McKinsey)
	   • PPM (Project Portfolio Management)
	− Strategisches Management und Business Development
	− Strategisches Management und strategische Führung: Aktuelle Trends
	− Strategie und Gesellschaft, eine kritische Reflexion

Lehr- und Lernmethoden des Moduls	Interaktive Vorlesung, Gruppenarbeit, Quellenarbeit, Fallstudien, Medien
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	Gastvorträge von Experten aus Praxis und Wissenschaft
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur)	Pflichtlektüre: **Pfriem, Reinhard** (2011): Unternehmensstrategien: ein kulturalistischer Zugang zum Strategischen Management. 2. Aufl., Marburg: Metropolis Verlag. (Grundlagen der Wirtschaftswissenschaft, Bd. 12). Zusätzlich empfohlene Literatur: **Nagel, R., Wimmer, R.** (2014): Systemische Strategieentwicklung – Modelle und Instrumente für Berater und Entscheider. 6. Aufl., Stuttgart: Schäffer-Poeschel. **Stacey, R. D.** (2011): Strategic Management and Organisational Dynamics. 6. ed., Harlow (u.a.): Financial Times Prentice Hall. Weitere Literatur wird in der Veranstaltung bekannt gegeben bzw. zur Verfügung gestellt (Internetquellen, Medien, Semesterapparat, Reader und/oder Hand-Outs)

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	2nd Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	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	Students who have successfully participated in this module will be able to: – communicate in a broad variety of business situations in the English language, – know the advanced terminology used in business as well as the language for specific purposes and apply it in practical business situations, – write complex texts, – use some of the most important rhetorical skills in English business communication environments, – participate actively in practical situations, initiating both subject-oriented discussions as well as interpersonal talk. English Level C1 (according to the Common European Framework of Reference for Languages)
Content of the module	Introduction to advanced business English terminology and vocabulary for specific purposes on an abstract and idiomatic level, advanced communication skills (written and oral), application of knowledge and skills in complex role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision 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)	Recommendations to purchase books are made before the beginning of the semester. **Trappe, Tonya, Tullis, Graham** (2012): Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman.

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

Challenging Actors: Networks, Mediations, Dramaturgies

Status: January 2014

Module-Nr./ Code	6.3.1 CANMD
Module title	Challenging Actors: Networks, Mediations, Dramaturgies
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 6.1.1 EKMA is required. No applicability of the module to other programs.
Applicability of the module	Interconnections with all specific ACM modules, especially EKMA, KGTG and SACM, as well as MKK.
Person responsible for the module	Prof. Dr. Martin Zierold
Name(s) of the instructor(s)	Prof. Dr. Martin Zierold Prof. Dr. Ludger Pfanz
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	Learner's Portfolio § 14 (7) SPO 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: − Identify the complex actor networks in various arts and cultural fields − Develop strategies to mediate between and/or integrate conflicting positions in complex artistic projects − Apply research methods to analyse and evaluate complex artistic projects, the stakeholders and the dramaturgies of performances involved and their ethical implications −
Content of the module	− Self-dramatisation / role theory, acting theories, Actor Network Theory − Actors and roles in national and international cultural institutions and projects − Systemic approaches for communication and mediation in complex projects − Miniature research project on current challenges for exemplary actors in the artistic and cultural field
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Excursions to cultural institutions
Literature (Required reading/supplementary recommended reading)	Required reading: **Chong, Derrick** (2010): Arts management. 2. ed., London (u.a.): Routledge. (excerpts)

	Goffman, Erving (1990): The presentation of self in everyday life. New York: Doubleday. (excerpts) **Hooper-Greenhill, Eilean** (2013): Museums and their visitors. London (u.a.): Routledge. (excerpts). **Latour, Bruno** (2005): Reassembling the social: an introduction to actor-network-theory. Oxford: Oxford University Press. (excerpts) **Scott, John, Carrington, Peter J.** (2011): The SAGE handbook of social network analysis. London (u.a.): SAGE Publications. (excerpts). **Watzlawick, Paul et al.** (2011): Pragmatics of human communication: a study of interactional patterns, pathologies, and paradoxes. New York (u.a.): Norton (excerpts). Supplementary recommended reading: **Evard, Yves, Colbert, Francois** (2000): Arts management: a new discipline entering the millennium? In: International Journal of Arts Management, 2(2), 4-13 **Dragićević-Šešić, Milena** (2005): Arts management in turbulent times. Amsterdam: European Cultural Foundation.

Cultural Policy, Financing and Law

Status: January 2014

Module-Nr./ Code	6.3.2 CPFL
Module title	Cultural Policy, Financing and Law
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 6.1.1 EKMA is required.
Applicability of the module	Interconnections with all specific ACM modules, as well as BENV and RESO. No applicability of the module to other programs.
Person responsible for the module	Prof. Dr. Martin Zierold
Name(s) of the instructor(s)	Prof. Christiane Riedel, Dr. Sven Mitsdörffer (Co-Teaching)
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	Seminar Paper (written paper 60 %, oral presentation and discussion 40 %)

	§ 14 (5) SPO 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 – debate current issues and challenges in cultural policy in Germany and beyond, – evaluate the different forms of financing for arts and culture (public/state; private financing, sponsoring, fundraising, foundations) and to compare international practices and their social, cultural and ethical implications – summarise the basic regulatory framework of arts management and assess the basic legal organisation forms and legal instruments in the artistic and cultural field
Content of the module	– Current debates in national and international cultural policy – Culture law: case studies in the artistic and cultural field (e.g. contract law, labour legislation, intellectual property rights, artists' social security) – Fundamentals of financing in the culture industry, regional and state support of culture, cross-national financing (EU and UNESCO funded projects), sponsoring, foundations, fundraising
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading: **Gerstenblith, Patty** (2010): Cultural law: international, comparative, and indigenous.

Cambridge: Cambridge University Press (excerpts)

Gerstenblith, Patty (2012): Art, cultural heritage, and the law: cases and materials. Durham: Carolina Academic Press (excerpts).

Hopkins, Bruce R. (2009): The Law of Fundraising. 4. ed., Hoboken: Wiley (excerpts).

Miller, Toby, Yúdice, George (2002): Cultural policy. London (u.a.): Sage (excerpts).

Throsby, Charles D. (2010): The economics of cultural policy. Cambridge: Cambridge University Press (excerpts).

Warner, Irving R. (2001): The Art of Fund Raising. Lincoln: iUniverse (excerpts).

Supplementary recommended reading:

Agrawal, Ajay et al. (2011): The Geography of Crowdfunding. Cambridge, Mass.: National Bureau of Economic Research.

Bruhn, Manfred, et al. (1995): Rechtliche Gestaltung des Sponsoring. Allgemeiner Teil. München: Beck.

Bruhn, Manfred et al. (1999): Rechtliche Gestaltung des Sponsoring, Spezieller Teil. München: Beck.

Cilella, Salvatore G. (2011): Fundraising for small museums: in good times and bad. Lanham, Md.: AltaMira Press.

Fikentscher, Wolfgang (2004): Culture, Law and Economics. Bern (u.a.): Stämpfli (excerpts).

Hillig, Hans-Peter (Hrsg.) (2012): Urheber- und Verlagsrecht: Urheberrechtsgesetz, Verlagsgesetz, Recht der urheberrechtlichen Verwertungsgesellschaften. In: Internationales Urheberrecht, 14. Aufl., München: Beck/dtv.

Klein, Armin (2009): Kulturpolitik: eine Einführung. Wiesbaden: VS Verlag für Sozialwissenschaften.

Röckrath, Gereon, et al. (19XX): Handbuch Kultur und Recht: praxisorientiertes Rechtshandbuch für Künstler und Kulturmanager. Stuttgart: Raabe. (Loseblattsamlung).

Vrdoljak, Ana F. (2008): International law, museums and the return of cultural objects. Cambridge: Cambridge University Press.

Introductory Company Project

Status: January 2014

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

Assessment type / requirement for the award of credits	Project work § 14 (11) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	In teams of 5-6 participants, the students find a project (from a pool of external projects), plan it autonomously and implement it as far as it is feasible, starting with the generation of an idea and concluding with a presentation of the results. In this process, they learn creative techniques and project management methods and develop communication and team-working skills.
	
	Students who have successfully participated in this module will be able to:
	
	– to develop a project idea and alternative approaches using selected creative techniques,
	– to plan a project, carry it out and supervise it using appropriate methods, present it in its various steps, including the following:
	  o formulate a project brief
	  o describe and assume the roles in a project team
	  o draw up a project structure plan and a milestones plan
	  o draw up a Gantt chart or a similar tool
	  o plan and allocate resources using objective, time-related and budgetary criteria
	  o draw up and present a project report and other reports (progress report, change request, meeting minutes etc.)
	  o implement specific controlling instruments
	
	The students are also able to work in teams and recognise the opportunities and problems that arise from teamwork. They are also able to find ways out of a crisis and solve conflicts. The project also gives them experience in collaboration based on the division of labour.

Content of the module	– Introduction to the concept of the module – Historical outline and its role in a corporate context – Development, formulation and evaluation of

	- a project idea and alternative approaches using selected creativity techniques - Project management starting with the project brief and concluding with the presentation of the results - Definition of the project objective - Formulation of the project brief - Composition of a project team - Draw up a project structure plan and a milestones plan - Draw up Gantt charts or use a similar tool - Plan and allocate resources using objective, time-related and budgetary criteria and find alternatives - Time buffer and uncertainty, critical path - Reporting and controlling instruments: progress report, change request, meeting minutes etc. - Implement controlling instruments - Overview of the architecture and application of selected project tools - Teambuilding, communication in a project, conflict management and crisis management - Revision and critical analysis
Teaching and learning methods of the module	Interactive lectures Exercises for project management and creativity techniques Team work
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	An internal or external project defined and managed by the students should be completed or carried out up to a specific milestone.
Literature (Required reading/supplementary recommended reading)	Required reading: **Verzuh, Eric** (2012): The fast forward MBA in Project Management. 4. ed., Hoboken: Wiley & Sons. Supplementary recommended reading: **Becker, Lutz, Ehrhardt, Johannes, Gora, Walter** (Hrsg.) (2009): Projektführung und Projektmanagement. Düsseldorf: Symposion. **Boos, Evelyn** (2011): Das große Buch der Kreativitätstechniken. München: Compact. **Hartleben, Ralph E.** (2012): Werbekonzeption

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

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	3rd 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 of the module 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 specific module CPFL. 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	Students who have successfully participated in this module will be able to:
	Students who have successfully participated in this module will be able to:
	− execute strategy based through a management process where they
	     −assess
	     −select
	     −recruit/procure
	     −organize
	     −allocate &
	     −develop
	financial and human resources,
	
	− manage resources in a purposeful way in the context of varying conditions ("constraints"), strategies and conflict situations ("tensions"),
	
	− apply different methods of researching and making decisions regarding the procurement measures required in a company,
	− describe the tasks and instruments of financial management (financial consequences of productivity-based decisions, alternative forms of financing, short and long-term financial and liquidity planning, capital expenditure budgeting including its mathematical principles),
	− understand the role of human resource management within the context of general management, explain and critically question the most important structures and processes of HRM and apply selected methods and tools of personnel

	management, – analyse the composition of the organization and its formal structure, interpret the objectives and conditions of structuring an organization and assess organization structures with a view to the situation and cultural context.
Content of the module	– Differentiation between the factors work and capital – The interrelation between productivity-based and financial decisions in a company – Decisions on the employment of capital (principles, static and dynamic methods of capital expenditures budgeting) – Decisions on the procurement of capital (systemisation and presentation of various financing types) – Tasks and instruments of financial management – Principles of financial and liquidity planning – Development and implementation of HR strategies – HR planning and procurement – HR selection – Personnel leadership, employee loyalty, personnel development – Views of man, work structuring, motivation, performance and reward – Conditions, objectives and concept of international HRM – Diversity as a challenge for personnel development – Interdependency between the organization and the individual – Organization with the context of starting a company – The organization from an institutional, functional and instrumental perspective – Organizational conditions and tensions – Structures and processes in conflict areas of formal and informal organization – The impact of corporate culture on organization structuring

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

Arabic 1

Status: January 2014

Module-Nr./ Code	0.3.3 ARA1
Module title	Arabic 1
Semester or trimester	3rd 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 Krätzschmar
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to: − know the basics of the Arabic alphabet and, with guidance, structure simple sentences and classify individual elements, − know the basics of the phonetic system and name the most important differences between the Arabic language and their own language using examples, − produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone).
Content of the module	− The alphabet (sounds and written), the article, gender, the nominal sentence, numbers, the adjective, radical, the broken plural, declination and conjugation, prepositions. − The house; the telephone conversation; in town; breakfast with the family; at the market; giving directions; receiving somebody; going out; the Arab League; Europe. − The phonetic and graphic code of the foreign language. − The type of basic grammatical structure (root languages, iconographic languages, spoken languages) and construction principles. − Basic vocabulary. − Learning aids.
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Language textbook: **Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard** (2011): Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.

Chinese 1

Status: January 2014

Module-Nr./ Code	0.3.3 CHI1
Module title	Chinese 1
Semester or trimester	3rd 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	Students who have successfully participated in this module will be able to: – know the basics of the Chinese alphabet and, with guidance, structure simple sentences and classify individual elements, – know the basics of the phonetic system and name the most important differences between the Chinese language and their own language using examples, – produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone). .
Content of the module	– The phonetic and graphic code of the foreign language. – The type of basic grammatical structure (root languages, iconographic languages, spoken languages) and construction principles. – Basic vocabulary. – Learning aids.
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Chen, Fu, Zhu, Zhiping, Cordes, Ruth** (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination) **Zhang, Hong, Zhu, Xiaoxing** (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination) **Gu, Wen, Meinshausen, Frank** (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.

French 1

Status: January 2014

Module-Nr./ Code	0.3.3 FRA1
Module title	French 1
Semester or trimester	3rd 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	Students who have successfully participated in this module will be able to: Beginners: – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language. Intermediate: – understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans. Advanced: – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents.
Content of the module	The contents in general: – Communication skills in everyday situations – Pronunciation and intonation – General vocabulary – Basic grammar – Business vocabulary – Simple application of the language in professional situations – Production of simple texts – Initial contact with the civilisation and culture of the French-speaking world Target level A1, specifically: – The basics of the phonetic and written form of the foreign language – Basic grammatical structures – Basic lexis – Learning aids Target level A2, specifically: – Consolidation of the phonetic knowledge of the foreign language and work on L1

	phonetic interference
	− More complex grammar structures and varieties
	− Basic lexis
	− Learning aids
	Target level B1 and B2, specifically:
	− Consolidation of knowledge of the language in oral and grammatical exercises
	− Extension of the general vocabulary and the basics of business vocabulary
	− Specialised texts
	− Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Girardet, Jacky, Pécheur, Jacques** (2010): Écho A1: méthode de français. Paris: CLE International. **Girardet, Jacky, Pécheur, Jacques** (2010): Écho A2: méthode de français. Paris: CLE International. **Girardet, Jacky, Pécheur, Jacques** (2010): Écho B1.1: méthode de français. Paris: CLE International. **Carlo, Catherine, Causa, Mariella** (2010): Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International. **Penfornis, Jean-Luc** (2004): Vocabulaire Progressif du Français des Affaires. Paris: CLE International. **Steele, Ross** (2004): Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International.

Italian 1

Status: January 2014

Module-Nr./ Code	0.3.3 ITA1
Module title	Italian 1
Semester or trimester	3rd 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	Students who have successfully participated in this module will be able to: Beginners: – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language. Intermediate: – understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans. Advanced: – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents.
Content of the module	The contents in general: – Communication skills in everyday situations – Pronunciation and intonation – General vocabulary – Basic grammar – Business vocabulary – Simple application of the language in professional situations – Production of simple texts – Initial contact with the civilisation and culture of the Italian-speaking world Target level A1, specifically: – The basics of the phonetic and written form of the foreign language – Basic grammatical structures – Basic lexis – Learning aids Target level A2, specifically: – Consolidation of the phonetic knowledge of the foreign language and work on L1

	phonetic interference – More complex grammar structures and varieties – Basic lexis – Learning aids Target level B1 and B2, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Learning aids
Teaching and learning methods of the module	Task-based learning Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Zorzan, Lorenza** (2010): Con Piacere A1: Lehr- und Arbeitsbuch. Stuttgart: Klett. **Rovere-Fenati, Beatrice** (2011): Con Piacere A1: Trainingsbuch. Stuttgart: Klett. **Zorzan, Lorenza** (2011): Con Piacere A2 : Lehr- und Arbeitsbuch. Stuttgart: Klett.

Japanese 1

Status: January 2014

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

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – know the basics of the Japanese alphabet and, with guidance, structure simple sentences and classify individual elements, – know the basics of the phonetic system and name the most important differences between the Japanese language and their own language using examples, – produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone).
Content of the module	– The phonetic and graphic code of the foreign language. – The type of basic grammatical structure and construction principles. – Basic vocabulary. – Learning aids.
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Clarke, H.D.B., Hamamura, Motoko** (2003): Colloquial Japanese: The complete course for beginners. London (u.a.): Routledge.

Portuguese 1

Status: January 2014

Module-Nr./ Code	0.3.3 POR1
Module title	Portuguese 1
Semester or trimester	3rd 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	Students who have successfully participated in this module will be able to: Beginners: – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language. Intermediate: – understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans. Advanced: – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents.
Content of the module	The contents in general: – Communication skills in everyday situations – Pronunciation and intonation – General vocabulary – Basic grammar – Business vocabulary – Simple application of the language in professional situations – Production of simple texts – Initial contact with the civilisation and culture of the Portuguese-speaking world Target level A1, specifically: – The basics of the phonetic and written form of the foreign language – Basic grammatical structures – Basic lexis – Learning aids Target level A2, specifically: – Consolidation of the phonetic knowledge of the foreign language and work on L1

	− phonetic interference − More complex grammar structures and varieties − Basic lexis − Learning aids Target level B1, B2, specifically: − Consolidation of knowledge of the language in oral and grammatical exercises − Extension of the general vocabulary and the basics of business vocabulary − Specialised texts − Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. <u>Language textbooks:</u> **Eberlein O.F. Lima, Emma** (2009): Novo Avenida Brasil: curso básico de portugues para estrangeiros. 2, Sao Paulo: E.P.U. **Eberlein O.F. Lima, Emma** (2009): Novo Avenida Brasil: curso básico de portugues para estrangeiros. 3, Sao Paulo: E.P.U. **Prata, Maria** (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. A1+A2, Stuttgart: Klett. (Lehrbuch mit 2 Audio-CDs) **Prata, Maria** (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. Stuttgart: Klett. (Arbeitsbuch) **Osborne, Esmenia Simôes** (2005): Colloquial Portuguese of Brazil: the complete course for beginners. New York: Routledge.

Russian 1

Status: January 2014

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

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – know the Cyrillic alphabet and read simple texts, – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.
Content of the module	The phonetic and graphic code of the Russian language. Basic grammatical structures Basic lexis Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Loos, Harald, Berditschewski, Anatoli** (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner** (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner** (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)

Spanish 1

Status: January 2014

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

	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to:
	Beginners:
	− deal with simple everyday situations in the spoken language,
	− understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.
	Intermediate:
	− understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans.
	Advanced:
	− use their spoken language to take part in a suitable range of advanced business communication situations,
	− draw up accompanying written documents.
Content of the module	The contents in general:
	− Communication skills in everyday situations
	− Pronunciation and intonation
	− General vocabulary
	− Basic grammar
	− Business vocabulary
	− Simple application of the language in professional situations
	− Production of simple texts
	− Initial contact with the civilisation and culture of the Spanish-speaking world
	Target level A1, specifically:
	− The basics of the phonetic and written form of the foreign language
	− Basic grammatical structures
	− Basic lexis
	− Learning aids
	Target level A2, specifically:

	– Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference – More complex grammar structures and varieties – Basic lexis – Learning aids Target level B1, B2, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **González Salgado, C.** (2007): ene A1: der Spanischkurs; Medienkombination. Ismaning: Hueber. **González Salgado, C., Sanz Oberberger, C.** (2010): ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber. **González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E.** (2010): ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gonzáles Salgado, C. et al.** (2012): ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gelabert, Maria J.** (Hrsg.) (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber.

	Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López (2007): Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen. Ismaning: Hueber.

Strategic Arts and Cultural Management in Different Institutions and Social Contexts

Status: January 2014

Module-Nr./ Code	6.4.1 SACM
Module title	Strategic Arts and Cultural Management in Different Institutions and Social Contexts
Semester or trimester	4th semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 6.1.1 EKMA is required.
Applicability of the module	Interconnections with all specific ACM modules, especially KGTG and CANMD, as well as STRA and MKK. No applicability of the module to other programs.
Person responsible for the module	Prof. Dr. Martin Zierold
Name(s) of the instructor(s)	Tillmann Wiegand
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	Students who have successfully participated in this module will be able to: – analyse and differentiate between the specific strategic management requirements in different cultural institutions and social contexts (ranging from large and traditional institutions to individual entrepreneurship and from 'high' culture to popular culture, street art and beyond, nationally and internationally) and their ethical implications – develop and apply management concepts which are suitable for the varying segments and select specific management methods – apply interdisciplinary research methods to substantiate strategic decision-making processes
Content of the module	– Concepts of strategic management for application in the artistic and cultural field and their ethical implications – Current strategic issues of arts and cultural management in different institutions and social contexts – Case studies in national and international best practices of strategic management – Applied interdisciplinary research methods for arts and cultural management
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Excursions to cultural institutions and/or guest speakers
Literature (Required reading/supplementary recommended reading)	Required reading: **Baumol, William J. et al.** (1993): Performing arts-the economic dilemma: a study of problems common to theater, opera, music and dance. Aldershot (u.a.): Gregg Revivals. (excerpts). **Chong, Derrick** (2002): Arts management, London (u.a.): Routledge. (excerpts).

| | **Evard, Yves et al.** (2000): Arts management: a new discipline entering the millennium? In: International Journal of Arts Management, 2(2), 4-13.

Lapierre, Laurent (2001): Leadership and arts management. In: International Journal of arts management, 3(3), 4-12.

Kotler, Neil G. et al. (2008): Museum marketing and strategy: designing missions, building audiences, generating revenue and resources. 2. ed., New York: Wiley.

Supplementary recommended reading:

Flick, Uwe (2010): An Introduction to Qualitative Research. 4. ed., London (u.a.): Sage.

Hood, M.G. (1993): After 70 years of audience research, what have we learned. In: Visitor studies: Theory, research and practice, 15, 17-27.

Hooper-Greenhill, Eilean (2013): Museums and their visitors. London (u.a.): Routledge (excerpts).

Saunders, Mark et al. (2012): Research Methods for Business Students. 6. ed., Harlow: Pearson.

Arts Communication, Marketing and Education

Status: January 2014

Module-Nr./ Code	6.4.2 ACME
Module title	Arts Communication, Marketing and Education
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	Interconnections with all specific ACM modules, especially KGTG and CANMD. No applicability of the module to other programs.
Person responsible for the module	Prof. Dr. Martin Zierold
Name(s) of the instructor(s)	Prof. Dr. Björn Bohnenkamp
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	Presentation

award of credits	§ 14 (9) SPO 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 – distinguish and choose between different forms of communication (marketing, PR, advertising, social media, education etc.) with stakeholders in the artistic and cultural field – assess the characteristics of marketing in the artistic and cultural field and to develop appropriate strategies to market artistic products and productions – evaluate strategies for public outreach, audience development, and education programmes
Content of the module	– Interdisciplinary analytical tools of communication theory, organisational communication and stakeholder analysis – Classification of national and international arts marketing strategies and tools – Introduction into market research, target group definition, typologies and targeting – Concept development for marketing strategies and cultural branding – The rise of public outreach and education projects, best practices national and international case studies in public outreach and education projects
Teaching and learning methods of the module	Lectures, exercises, case studies, project-work, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Co-teaching with a practitioner from the marketing or education context and/or guest speakers from cultural institutions
Literature (Required reading/supplementary recommended reading)	Required reading: **Dewey, John** (2005): Art as experience. New York: Berkley Publ. Group (excerpts).

Eisner, Elliot W. (2002): The arts and the creation of mind. New Haven: Yale University Press (excerpts).

Herzog, S. et al. (2006): "Active with art. Arts programmes as branding tools". In: Heusser, Hansjörg, Imesch, Kornelia: "Art & branding: Principles – Interaction – Perspectives". Zürich: Schweizerisches Inst. f. Kunstwiss.

Kolb, Bonita M. (2013): Marketing for cultural organizations. New strategies for attracting and engaging Audiences. London (u.a.): Routledge. (excerpts)

O'Reilly, Daragh et al. (2010): Marketing the Arts: a fresh approach. London (u.a.): Routledge (excerpts)

Supplementary recommended reading:

Byrnes, William J. (2009): Management and the arts. 4. ed., Amsterdam: Focal Press.

Colbert Francois (2007): Marketing culture and the arts. 3. ed., Montréal: Presses HEC.

de Certeau, Michel (1984): The Practice of Everyday Life, trans. Steven Rendall, Berkeley: University of California Press.

Düllo, Thomas et al. (2005): Cultural Hacking: Kunst des Strategischen Handelns. Wien (u.a.): Springer.

Kotler, Philip et al. (1997): Standing room only: strategies for marketing the performing arts. Boston, Mass.: Harvard Business School Press.

Advanced Company Project

Status: January 2014

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

Assessment type / requirement for the award of credits	Project work § 14 (11) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to autonomously identify, plan and implement a selected social or business project, preferably international, e.g. from the fields of culture, tourism, marketing, business development, trade fair, convention, event, organisation, personnel etc. with the help of tutors (instructors) and supervisors (professors). This involves integrating, applying and implementing the knowledge acquired in the modules to date.
Content of the module	Autonomous development of a project idea and implementation of a project under supervision and in collaboration with external partners ("sponsors"). If relevant, students can base their project on work carried out in the project module in the 3rd 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.)	− The projects are developed in close collaboration with interested companies or social organisations (e.g. SIFE, Rotaract, Leos), in some cases on location − Students draw-up a written presentation for the sponsor − The following is assessed: • The content and formal quality of the presentation and documentation • The academic performance of the written paper, research and analysis − Students are expected to carry out project management as regards content and timing, which is fully documented. They are expected deliver the following: • Put together and organise a project team • Coordinate with the sponsor and the university instructor and other stakeholders (other groups) • Draw up a project brief and target definition in writing

	- Milestone and project structure planning and schedule (Gantt chart) - Present the individual work packages (Who does what by when?) taking into consideration the personal time budget - Weekly status update for the client and the university instructor (project progress report and meeting minutes) including work packages, to-do's of the relevant time period (planned, in progress / degree of completion, completed), plan/actual comparison - Quality assurance, risk and problem management - Project conclusion, delivery of performance and meeting of deadlines
Literature (Required reading/supplementary recommended reading)	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: **Armstrong, Michael** (2012): Armstrong's handbook of management and leadership: developing effective people skills for better leadership and management. 3. ed., London: Kogan Page. **Bentley, Colin** (2009): Prince 2: a practical handbook. 3. ed., Oxford (u.a.): Butterworth-Heinemann. <u>Further reading in German:</u> **Hölzle, Philipp** (2007): Projektmanagement: professionell führen, Erfolge präsentieren. 2. ed., Freiburg: Haufe. **Kappler, Ekkehard, Seibel, Johannes J., Sterner, Siegfried** (1983): Entscheidungen für die Zukunft: Instrumente und Methoden der Unternehmensplanung. Frankfurt: Frankfurter Allgemeine Zeitung GmbH. **Mees, Jan, Oefner-Py, Stefan, Sünnemann, Karl-Otto** (1995): Projektmanagement in neuen Dimensionen: das Helogramm zum Erfolg. 2. ed., Wiesbaden: Gabler. **Michalko, Michael** (2006): Thinkertoys: A

	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	4th semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	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. 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	Students who have successfully participated in this module are able to – present the meaning of corporate accounting as source of information, which generates figures that are useful for external stakeholders to assess the company's business performance (external accounting, annual financial statement) and for internal stakeholders to make business decisions based on the data (internal accounting), – define the structure and the data of the annual financial statement, describe how the balance sheet is drawn up, including bookkeeping and the profit and loss account, explain the different items of the balance sheet and the profit and loss account and understand their significance, – describe cost accounting as basis for budget planning and as basis for the calculation of products, services, contracts, projects etc., – present the meaning of cost management and define adequate methods (cost / benefit calculation, calculation of cost types, cost centres and cost units, cost accounting and cost allocation), – define what makes up project cost management and how it is carried out using an example.
Content of the module	– Accounting as a tool for strategy assessment – Translating transactions in accounting data – Comparison of financial and managerial accounting – Key Concepts of cost and financial accounting

	– Cost behaviour and cost-volume-profit-analysis – Calculation of products, services and activities – Profit planning and cost budgeting for departments and business units – Income statement and balance sheet – Accrual accounting and Asset accounting – Liabilities and equity – Cash flow and financial statement analysis
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)	Required reading: **Jones, Jefferson et al.** (2012): Financial and managerial accounting: the cornerstones of business decisions. 2. ed., Mason: South-Western Cengage. Supplementary recommended reading: **Troßmann, E., Baumeister, A., Werkmeister, Clemens** (2011): Management-Fallstudien im Controlling. München: Vahlen. **Weber, Jürgen, Schäfer, Utz** (2008): Introduction to Controlling. 1. ed., Stuttgart: Schäffer-Poeschel.

Arabic 2

Status: January 2014

Module-Nr./ Code	0.4.3 ARA2
Module title	Arabic 2
Semester or trimester	4th 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 Krätzschmar
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – have an extended knowledge of the fundamentals of the Arabic alphabet, – identify a suitable number of individual elements, – deduct meaning from contexts, – carry out simple dialogues in everyday situations.
Content of the module	– The perfect, the verb sentence, the nisbe ending, the genitive link, the suffixed personal pronouns, determination (summary), the adverb, the imperfect, the demonstrative pronouns, conjunctive and apocopate, the imperative, negation. – A personal letter; at the travel agent's; at the grocer's; in a restaurant; international news; in a bookshop; my university; in a hotel. – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. <u>Language textbook:</u> **Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard** (2011): Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.

Chinese 2

Status: January 2014

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

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – have an extended knowledge of the basics of the Chinese alphabet, – identify a suitable number of individual elements, – deduct meaning from contexts, – carry out simple dialogues in everyday situations.
Content of the module	– Further phonetic and graphic characteristics of the foreign language code – Basic grammar – Extension of basic vocabulary – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. <u>Language textbooks:</u> **Chen, Fu, Zhu, Zhiping, Cordes, Ruth** (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination) **Zhang, Hong, Zhu, Xiaoxing** (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination) **Gu, Wen, Meinshausen, Frank** (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.

French 2

Status: January 2014

Module-Nr./ Code	0.4.3 FRA2
Module title	French 2
Semester or trimester	4th 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	Students who have successfully participated in this module will be able to: Beginners: – deal with simple to more complex everyday situations and simple business situations in the spoken language, – write standard texts (e.g. lists) autonomously in French Intermediate: – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents Advanced: – use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, – draw up accompanying simple written documents (handouts, short reports) – follow complex business communication situations and take part in them using the spoken language, – write longer texts with analytical contents in French
Content of the module	The contents in general: – Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. – Information on culture and civilisation is also included regularly in the course. – Extension of business terminology. Use of the terminology and the structures in business situations. Target level A2, specifically: – Consolidation of the phonetic knowledge of the foreign language and work on L1

	phonetic interference
	– More complex grammar structures and varieties
	– Basic lexis
	– Learning aids
	Target level B1.2 and B2, specifically:
	– Consolidation of knowledge of the language in oral and grammatical exercises
	– Extension of the general vocabulary and the basics of business vocabulary
	– Specialised texts
	– Colloquial language
	– Learning aids
	Target C1, specifically:
	– Specialist business vocabulary
	– Different styles and degrees of formality
	– Advanced writing
	– Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester.
	Language textbooks:
	Girardet, Jacky, Pécheur, Jacques (2010): Écho A1: méthode de français. Paris: CLE International.
	Girardet, Jacky, Pécheur, Jacques (2010): Écho A2: méthode de français. Paris: CLE International.
	Girardet, Jacky, Pécheur, Jacques (2010): Écho B1.1: méthode de français. Paris: CLE International.
	Carlo, Catherine, Causa, Mariella (2010): Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International.
	Penfornis, Jean-Luc (2004): Vocabulaire Progressif du Français des Affaires. Paris:

	CLE International.
	Steele, Ross (2004): Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International.
	Pécheur, J. (2010): Civilisation Progressive du Français : Niveau avancé. Paris: CLE International.

Italian 2

Status: January 2014

Module-Nr./ Code	0.4.3 ITA2
Module title	Italian 2
Semester or trimester	4th 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	Students who have successfully participated in this module will be able to: Beginners: − deal with simple to more complex everyday situations and simple business situations in the spoken language, − write standard texts (e.g. lists) autonomously in Italian Intermediate: − use their spoken language to take part in a suitable range of advanced business communication situations, − draw up accompanying written documents Advanced: − use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, − draw up accompanying simple written documents (handouts, short reports)
Content of the module	The contents in general: − Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. − Information on culture and civilisation is also included regularly in the course. − Extension of business terminology. Use of the terminology and the structures in business situations. Target level A2, specifically: − Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference − More complex grammar structures and varieties − Basic lexis − Learning aids

	Target level B1.2 and B2, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Colloquial language – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Errico-Reiter, Rosa, Esposito, Maria A., Grandi, N.** (2010): Campus Italia A1/A2: Lehr- und Arbeitsbuch, Stuttgart: Klett.

Japanese 2

Status: January 2014

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

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – have an extended knowledge of the basics of the Japanese alphabet, – identify a suitable number of individual elements, – deduct meaning from contexts, – carry out simple dialogues in everyday situations.
Content of the module	– Basic grammar – Extension of basic vocabulary – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Clarke, H.D.B., Hamamura, Motoko** (2003): Colloquial Japanese: The complete course for beginners. London (u.a.): Routledge.

Portuguese 2

Status: January 2014

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

	oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: – deal with simple to more complex everyday situations and simple business situations in the spoken language, – write standard texts (e.g. lists) autonomously in Portuguese Intermediate: – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents Advanced: – use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, – draw up accompanying simple written documents (handouts, short reports)
Content of the module	The contents in general: – Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. – Information on culture and civilisation is also included regularly in the course. – Extension of business terminology. Use of the terminology and the structures in business situations. Target level A2, specifically: – Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference – More complex grammar structures and varieties – Basic lexis – Learning aids

	Target level B1.2 and B2, specifically:
	– Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Colloquial language – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Eberlein O.F. Lima, Emma** (2009): Novo Avenida Brasil: curso básico de portugues para estrangeiros. 2, Sao Paulo: E.P.U. **Eberlein O.F. Lima, Emma** (2009): Novo Avenida Brasil: curso básico de portugues para estrangeiros. 3, Sao Paulo: E.P.U. **Prata, Maria** (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. A1+A2, Stuttgart: Klett. (Lehrbuch mit 2 Audio-CDs) **Prata, Maria** (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. Stuttgart: Klett. (Arbeitsbuch) **Osborne, Esmenia Simôes** (2005): Colloquial Portuguese of Brazil: the complete course for beginners. New York (u.a.): Routledge.

Russian 2

Status: January 2014

Module-Nr./ Code	0.4.3 RUS2
Module title	Russian 2
Semester or trimester	4th 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 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	Students who have successfully participated in this module will be able to: – deal with simple to more complex everyday situations and simple business situations in the spoken language – write standard texts (e.g. lists) autonomously in Russian.
Content of the module	– Specific phonetic characteristics of Russian – More complex grammar structures – Extension of basic vocabulary – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Loos, Harald, Berditschewski, Anatoli** (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner** (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner** (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)

Spanish 2

Status: January 2014

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

	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: – deal with simple to more complex everyday situations and simple business situations in the spoken language, – write standard texts (e.g. lists) autonomously in Spanish Intermediate: – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents Advanced: – use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, – draw up accompanying simple written documents (handouts, short reports) – follow complex business communication situations and take part in them using the spoken language, – write longer texts with analytical contents in Spanish.
Content of the module	The contents in general: – Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. – Information on culture and civilisation is also included regularly in the course. – Extension of business terminology. Use of the terminology and the structures in business situations.

	Target level A2, specifically: − Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference − More complex grammar structures and varieties − Basic lexis − Learning aids Target level B1.2 and B2, specifically: − Consolidation of knowledge of the language in oral and grammatical exercises − Extension of the general vocabulary and the basics of business vocabulary − Specialised texts − Colloquial language − Learning aids Target C1, specifically: − Consolidation of knowledge of the language in oral and grammatical exercises − Specialist business vocabulary − Different styles and degrees of formality − Advanced writing − Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **González Salgado, C.** (2007): ene A1: der Spanischkurs. Medienkombination. Ismaning: Hueber. **González Salgado, C., Sanz Oberberger, C.** (2010): ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber. **González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E.** (2010): ene B1.1: der Spanischkurs. Medienkombination. Ismaning:

	Hueber.

Gonzáles Salgado, C. et al. (2012): ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber.

Gelabert, Maria J. (Hrsg.) (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber.

Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López (2007): Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.

Gelabert, Maria J., Isa, David, Menéndez, Mar (2011): Nuevo Prisma: C1, libro del alumno. Madrid: Ed. Edinumen, Ismaning: Hueber.

Castro, Genis, Ianni, José, V. (2011): Nuevo Prisma: C1; libro de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber. |

Current Issues in Arts and Cultural Management: Research Colloquium

Status: January 2014

Module-Nr./ Code	6.5.1 CURR
Module title	Current Issues in Arts and Cultural Management: Research Colloquium
Semester or trimester	5th semester
Duration of the module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 0.1.3 WISS is required. No applicability of the module to other programs.
Applicability of the module	Interconnections with all specific ACM modules, focus depending on chosen exemplary research issue.
Person responsible for the module	Prof. Dr. Martin Zierold
Names of instructors	Prof. Dr. Martin Zierold
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study + contact hours)	Total workload = 180 (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type/ requirement for the award of credits	Written Assignment § 14 (4) SPO 01.02.2014
Weighting of the grade within the overall grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – identify and analyse selected current issues of the arts and cultural management field. – develop a research question and work on it in an academic manner and, as a result, contribute towards developing theoretical and/or empirical approaches for "arts and cultural management". – structure and pursue a research process with defined milestones – present and discuss their working results to and with peers (=> academic discourse)
Content of the module	– Exemplary discussion of current issues in the field of arts and cultural management – Definition of a research question – Evaluation of status of research and reading for the respective research question – Development of appropriate research methodologies to operationalize the respective research question – Feedback and group discussion of the selected issues – Creation of … … an exposé … a draft … the final paper
Teaching and learning methods of the module	Academic colloquium Topics to be prepared by the students Presentation and discussion of research methods and status of work in progress Exercises on academic writing
Special features (e.g. online activities, event/company visits, guest speakers etc.)	If possible, professionals and scholars in the "study program" will be invited to participate and introduce issues to be discussed in class
Literature (Required reading/supplementary recommended reading)	Required reading: No specific literature requirements. Academic advisor and students will individually agree on the required readings for the sessions depending on the chosen current issues.

	Recommended reading:
	Davis, Martha et al. (2012): Scientific papers and presentations. 3. ed., Amsterdam (u.a.): Elsevier, Academic Press. **Flick, Uwe** (2009): An introduction to qualitative research. 4. ed., London (u.a.): Sage. **Saunders, Mark et al.** (2012): Research methods for business students. 6. ed., Harlow: Pearson. **Soles, Derek** (2009): The essentials of academic writing. 2. ed., Boston: Wadsworth.

Internationalizing Arts and Cultural Management: Field Studies

Status: January 2014

Module-Nr./ Code	6.5.2 INACM
Module title	Internationalizing Arts and Cultural Management: Field Studies
Semester or trimester	5th 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	Interconnections with all specific ACM modules, international content of the general management modules as well as foreign languages and Area Studies. No applicability of the module to other programs.
Person responsible for the module	Prof. Dr. Martin Zierold
Name(s) of the instructor(s)	Prof. Dr. Stephan Sonnenburg, Prof. Dr. Björn Bohnenkamp, Dr. Kristyna Bicikova, Prof. Dr. Louise Bielzer, with the collaboration of: Prof. Dr. Martin Zierold, Prof. Dr. Christian Stiegler, 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 = 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: • evaluate relevant international dimensions of the field of arts and cultural management in general and different artistic institutions specifically • apply interdisciplinary strategies and concepts for internationalization in practice • evaluate and contrast internationalization efforts as multidimensional, (inter)cultural and performative processes from diverse global and local perspectives • appraise the impact of ethics and social responsibility on international arts and cultural management activities • foster in-depth knowledge and understand phenomena/trends in the international artistic and cultural field
Content of the module	• Approaches and theories of internationalization in arts and cultural management • Strategies and multidimensional (inter)cultural and performative concepts of internationalization • Action plans, frameworks and identification of resources for internationalization efforts • Ethnographic field studies as part of a qualitative research methodology • Ethics and social responsibilites as part of international arts and cultural management activities • Designing internationalization projects and project ideas in relation to students' core competencies

Teaching and learning methods of the module	– Interactive lectures – Field Studies – Project Work
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Experiences abroad
Literature (Required reading/supplementary recommended reading)	Required reading: **Chong, Derrick** (2002): Arts management. London (u.a.): Routledge (excerpts). **Geertz, Clifford** (1973): The interpretation of cultures. New York: Basic Books (Chapter 1 and 15) **Sachse, Uwe** (2012): Internationalization and mode switching: performance, strategy and timing. Wiesbaden: Gabler. S. 11-93. **Schneider, Arnd** (2007): On 'appropriation'. A critical reappraisal of the concept and its application in global art practices. In: Social Anthropology, 11(2), 215-29. **Werner, Paul** (2005): Museum, Inc.: inside the global art world. 3. ed., Chicago: Prickly Paradigm Press. (excerpts). Recommended reading: **Held, David et al.** (2000): The global transformations reader. Cambridge (u.a.): Polity Press (excerpts). **Schechner, Richard** (2013): Performance Studies: an Introduction. 3. ed., London: Routledge (Introduction and Chapter 1)

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	5th 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 ACM specific modules.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	Students who have successfully participated in this module will be able to: - acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning business ethics from a philosophical, economical, managerial and practical point of view - examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an understanding of ethical issues in different international and cultural contexts - explain and assess controversies and debates around globalisation and develop various perspectives of ethics in relation to issues of globalisation - examine classical theories of development and recent critical theories of 'post-development' and critically discuss mainstream discourses of 'poverty' and 'lack' as characterizing specific societies - appreciate ethical issues and dilemma and the influence these issues have on management decision making, behaviour, policies, and practices
Content of the module	– Introduction to Ethical Theory – Concepts of Business Ethics (Homann, Ulrich, Wieland, – Globalization Discourse – Global Consumption Culture – Network Economy – Geopolitics – Boundless Nature – Transnationalism – Actor-Network Theory – Theories of Uneven Development
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)	Required reading: **Crane, A., Matten, D.** (2010): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. 3. ed., Oxford (u.a.): Oxford University Press. **Homann, Karl, Koslowski, Peter, Luetge, Christoph** (ed.) (2007): Globalisation and Business Ethics. Aldershot (u.a.): Ashgate Publishing. (Law, Ethics and Economics). pp. 3-56, 81-144, 191-236 Supplementary recommended readings: **Ulrich, Peter** (2010): Integrative Economic Ethics: Foundations of a Civilized Market Economy. Cambridge: Cambridge University Press.

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	5th 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 ACM specific modules.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	Students who have successfully participated in this module will be able to: - acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning business ethics from a philosophical, economical, managerial and practical point of view - examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an understanding of ethical issues in different international and cultural contexts - explain and assess controversies and debates around sustainability and develop various perspectives of ethics in relation to issues of sustainability - integrate economical, ecological and social sustainability and position themselves in topics like ethical/sustainable consumerism, the interdependency between capitalism, growth paradigms and the use of natural resources, post-growth and sharing economy - examine classical theories of development and recent critical theories of 'post-development' and critically discuss mainstream discourses of 'poverty' and 'lack' as characterizing specific societies - appreciate ethical issues and dilemma and the influence these issues have on management decision making, behaviour, policies, and practices
Content of the module	– Introduction to Ethical Theory – Concepts of Business Ethics (Homann, Ulrich, Wieland) – Sustainability Discourse – Ethical/Sustainable Consumerism, – Interdependency between Capitalism, Growth Paradigms and the Exploitation of Natural Resources,

	– Post-Growth and Sharing Economy – Theories of Uneven Development
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)	Required reading: **Crane, A., Matten, D.** (2010): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. 3. ed., Oxford (u.a.): Oxford University Press. **Becker, Christian** (2012): Sustainability Ethics and Sustainability Research. Dordrecht (u.a.): Springer. Supplementary recommended readings: **Ulrich, Peter** (2010): Integrative Economic Ethics: Foundations of a Civilized Market Economy. Cambridge: Cambridge University Press. **Becker, Christian U.** (2010): Sustainability Ethics. Online Paper available at SSRN: http://ssrn.com/abstract=1626013 or http://dx.doi.org/10.2139/ssrn.1626013 **Tencati, Antonio, Perrini, Francesco** (2011): Business Ethics and Corporate Sustainability. Cheltenham (u.a.): Edward Elgar Publishing. (Studies in Transatlantic Business Ethics)

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	5th 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 ACM specific modules.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	Students who have successfully participated in this module will be able to:
	- acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning business ethics from a philosophical, economical, managerial and practical point of view - examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an understanding of ethical issues in different international and cultural contexts - identify, analyze and critically reflect on concrete moral dilemmas and the role of an integral responsibility in organization and leadership practice - contextualize and differentiate dilemmas as distinct from puzzles, ambivalences, trade-offs, and paradoxes - to understand causes, dynamics, processes and effects of (moral) dilemma - develop preventive measurements and ways for coping or strategies, for dealing with moral dilemmas and their consequences - handle ambiguities and think in terms of imperfect solutions for moral problems, and integrating pre- or arational dimensions, including empathy and intuition
Content of the module	– Introduction to Ethical Theory – Concepts of Business Ethics (Homann, Ulrich, Wieland) – Definitions, context & specifics of (moral) dilemmas in past and current organization and leadership practices – Limitation of conventional rational-formal (ethical) approaches in economy and management

	– Learning from examples of dilemmatic situations and cases, especially related to (strategic) decision-making – Development, implications and consequences of (moral) dilemmas in organizational life-worlds and beyond – Various integrated coping strategies and competencies required for dealing with (moral) dilemmas – Proactive possibilities to avoid moral dilemmas
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.)	To promote scientific discourse, 1-2 guest lectures e.g. by scholars in the field of strategy will be integrated, if possible. Self-study integrating online components and the university's internal download center
Literature (Required reading/supplementary recommended reading)	Required reading: **Crane, A., Matten, D.** (2010): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. 3. ed., Oxford (u.a.): Oxford University Press. (selected chapters) **Kollock, P.** (1998): Social Dilemmas: The Anatomy of Cooperation. In: Annual Review of Sociology, 24(1), 183-214 **Küpers, W.** (2014): Dilemmas and Paradoxes in Chiasmic Organising. In: Inc. – In-Corporation. Phenomenology of Embodied Organisation and Management. (forthcoming Book in preparation for CBS, Copenhagen). **Küpers, W.** (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.

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

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

Supplementary recommended readings:

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

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

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

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

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

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

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

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

Change and Innovation

Status: January 2014

Module-Nr./ Code	0.5.2 CHIN
Module title	Change and Innovation
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 0.3.2 RESO is required.
Applicability of the module	This module is part of the management cycle (act) und has interconnections to the earlier modules EMQM, BENV (analyze), STRA (plan), RESO (do), MACC (check) as well as to the especially distinguishing modules MKK and EIM. This module is part of all the Bachelor programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Lutz Becker
Name(s) of the instructor(s)	Prof. Dr. Lutz Becker Reinhard Ematinger
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER 01.02.2014

Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – analyse the socio-economic processes of change and the socio-technical innovation processes from a general management perspective – plan, structure and monitor corporate innovation processes and the processes of organisational change – implement appropriate management tools depending on the situation in order to achieve innovation objectives and to shape organisational change
Content of the module	– Socio-technical and socio-economic drivers of innovation and change – Business possibilities for shaping innovation and change, in particular the strategic and organisational integration of different innovation perspectives (e.g. product and process innovation with the innovation of distribution) – Innovation and change as management task – The basic methods of innovation and change management – Business development – Case studies
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)	Reading: A list readings will be submitted with the syllabus in advance

Arabic 3

Status: January 2014

Module-Nr./ Code	0.5.3 ARA3
Module title	Arabic 3
Semester or trimester	5th 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 Krätzschmar
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form: listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – read and write brief standard texts, – carry out dialogues in everyday situations with a suitable level of complexity.
Content of the module	– Revision of the conjunctive, the imperative, apocopate and negation. The dual, the numbers 1 and 2, question pronouns "how many", the months, cardinal numbers, year numbers, the perfect form of verbs with و and ى, conjunctive and apocopate of verbs with و or ى, word order: إِنَّ and the subject of the sentence. – At my university; in a hotel; about Islam and Muslims; registering with the authorities; the President's speech; interview with the President. – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbook: **Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard** (2011): Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.

Chinese 3

Status: January 2014

Module-Nr./ Code	0.5.3 CHI3
Module title	Chinese 3
Semester or trimester	5th 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: − read and write brief standard texts, − carry out dialogues in everyday situations with a suitable level of complexity.
Content of the module	− Extension of basic grammar forms − Extension of basic vocabulary − Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Chen, Fu, Zhu, Zhiping, Cordes, Ruth** (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination) **Zhang, Hong, Zhu, Xiaoxing** (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination) **Gu, Wen, Meinshausen, Frank** (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.

French 3

Status: January 2014

Module-Nr./ Code	0.5.3 FRA3
Module title	French 3
Semester or trimester	5th 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	Students who have successfully participated in this module will be able to: Beginners: – deal with more complex everyday situations and everyday business situations in the spoken language, – write simple texts in French. Intermediate: – use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, – draw up accompanying simple written documents (handouts, short reports) Advanced: – follow complex business communication situations and take part in them using the spoken language, – write longer texts with analytical contents in French
Content of the module	The contents in general: – Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills. – Use of language in business situations. Target level A2 and B1, specifically: – Complex grammatical structures and varieties – Extension of general vocabulary, – Specialist business language and texts – Learning aids Target level B2 and C1, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises

	– Specialist business vocabulary – Different styles and degrees of formality – Advanced writing – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Girardet, Jacky, Pécheur, Jacques** (2010): Écho A1: méthode de Français. Paris: CLE International. **Girardet, Jacky, Pécheur, Jacques** (2010): Écho A2: méthode de Français. Paris: CLE International. **Girardet, Jacky, Pécheur, Jacques** (2010): Écho B1.1: méthode de Français. Paris: CLE International. **Carlo, Catherine, Causa, Mariella** (2010): Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International. **Penfornis, Jean-Luc** (2004): Vocabulaire Progressif du Français des Affaires. Paris: CLE International. **Steele, Ross** (2004): Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International. **Pécheur, J.** (2010): Civilisation Progressive du Français : Niveau avancé. Paris: CLE International.

Italian 3

Status: January 2014

Module-Nr./ Code	0.5.3 ITA3
Module title	Italian 3
Semester or trimester	5th 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	Students who have successfully participated in this module will be able to: Beginners: − deal with more complex everyday situations and everyday business situations in the spoken language, − write simple texts in Italian. Intermediate: − use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, − draw up accompanying simple written documents (handouts, short reports) Advanced: − follow complex business communication situations and take part in them using the spoken language, − write longer texts with analytical contents in Italian
Content of the module	The contents in general: − Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills. − Use of language in business situations. Target level A2 and B1 specifically: − Complex grammatical structures and varieties − Extension of general vocabulary, − Specialist business language and texts − Learning aids Target level B2 and C1, specifically: − Consolidation of knowledge of the language in oral and grammatical exercises − Specialist business vocabulary

	− Different styles and degrees of formality − Advanced writing − Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Errico-Reiter, Rosa, Esposito, Maria A., Grandi, N.** (2010): Campus Italia A1/A2: Lehr- und Arbeitsbuch, Stuttgart: Klett.

Japanese 3

Status: January 2014

Module-Nr./ Code	0.5.3 JAP 3
Module title	Japanese 3
Semester or trimester	5th 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: − read and write brief standard texts, − carry out dialogues in everyday situations with a suitable level of complexity.
Content of the module	− Extension of basic grammar forms − Extension of basic vocabulary − Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Clarke, H.D.B., Hamamura, Motoko** (2003): Colloquial Japanese: The complete course for beginners. London (u.a.): Routledge.

Portuguese 3

Status: January 2014

Module-Nr./ Code	0.5.3 POR3
Module title	Portuguese 3
Semester or trimester	5th 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	Students who have successfully participated in this module will be able to: Beginners: – deal with more complex everyday situations and everyday business situations in the spoken language, – write simple texts in Portuguese. Intermediate: – use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, – draw up accompanying simple written documents (handouts, short reports) Advanced: – follow complex business communication situations and take part in them using the spoken language, – write longer texts with analytical contents in Portuguese
Content of the module	The contents in general: – Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills. – Use of language in business situations. Target level A2 and B1, specifically: – Complex grammatical structures and varieties – Extension of general vocabulary, – Specialist business language and texts – Learning aids Target level B2 and C1, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises – Specialist business vocabulary – Different styles and degrees of formality

	– Advanced writing
	– Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Eberlein O.F. Lima, Emma** (2009): Novo Avenida Brasil: curso básico de portugues para estrangeiros. 2, Sao Paulo: E.P.U. **Eberlein O.F. Lima, Emma** (2009): Novo Avenida Brasil: curso básico de portugues para estrangeiros. 3, Sao Paulo: E.P.U. **Prata, Maria** (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. A1+A2, Stuttgart: Klett. (Lehrbuch mit 2 Audio-CDs) **Prata, Maria** (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. Stuttgart: Klett. (Arbeitsbuch) **Osborne, Esmenia Simôes** (2005): Colloquial Portuguese of Brazil: the complete course for beginners. New York: Routledge.

Russian 3

Status: January 2014

Module-Nr./ Code	0.5.3 RUS3
Module title	Russian 3
Semester or trimester	5th 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	Students who have successfully participated in this module will be able to: – deal with a suitable range of everyday situations in the spoken language – understand oral communication in a business context and make simple contributions in the spoken language – write short texts (e.g. letters) autonomously in Russian.
Content of the module	– Extension of knowledge of grammar system – Extension of basic vocabulary – Basic business vocabulary – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. <u>Language textbooks:</u> **Loos, Harald, Berditschewski, Anatoli** (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner** (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner** (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)

Spanish 3

Status: January 2014

Module-Nr./ Code	0.5.3 SPA3
Module title	Spanish 3
Semester or trimester	5th 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

	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: Beginners: – deal with more complex everyday situations and everyday business situations in the spoken language, – write simple texts in Spanish. Intermediate: – use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, – draw up accompanying simple written documents (handouts, short reports) . Advanced: – follow complex business communication situations and take part in them using the spoken language, – write longer texts with analytical contents in Spanish.
Content of the module	The contents in general: – Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills. – Use of language in business situations. Target level A2, specifically: – Complex grammatical structures and varieties – Extension of general vocabulary, – Specialist business language and texts – Learning aids Target level B2 and C1, specifically: – Consolidation of knowledge of the language

	− in oral and grammatical exercises − Specialist business vocabulary − Different styles and degrees of formality − Advanced writing − Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **González Salgado, C.** (2007): ene A1: der Spanischkurs. Medienkombination. Ismaning: Hueber. **González Salgado, C., Sanz Oberberger, C.** (2010): ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber. **González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E.** (2010): ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gonzáles Salgado, C. et al.** (2012): ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gelabert, Maria J.** (Hrsg.) (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber. **Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López** (2007): Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber. **Gelabert, Maria J., Isa, David, Menéndez, Mar** (2011): Nuevo Prisma: C1, libro del alumno. Madrid: Ed. Edinumen, Ismaning: Hueber.

	Castro, Genis, Ianni, José, V. (2011): Nuevo Prisma: C1; libro de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.

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	5th 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:

	– deal with simple everyday situations in the spoken language, – understand and deal with standard situations (e.g. filling in forms) using their knowledge of the written language.
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)	Required reading: Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.

Area Studies

Status: January 2014

Module-Nr./ Code	0.5.3. ARST
Module title	Area Studies
Semester or trimester	5th 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, MKK and INACM. This module is also part of the IMA, IEM, ITM, IEVM 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:

	– describe the mutual influence of global processes and local developments, – understand the social and cultural basis of business activities in the relevant cultural area of the host country and assess it for their own business activity – discuss alternatives for business activity (market entry) taking into account the context (economic data on the region) and make suggestions, – formulate business development and marketing perspectives for the target region, relating it specifically to their own programme (e.g. inbound and outbound tourism, trade fair activities, marketing and media landscape, typical cultural institutions in the country etc.); these perspectives are the subject of the student assignment with instructor guidance.
Content of the module	– Global dynamics (politics, society and population, economics, ethics, etc.) and their crystallization in local processes – The main features of integrated civilisation and culture – Demography and regional stereotypes – Socio-economic society structures – Current economy and politics – Composition and dynamics of the market and its media – Case studies on representative companies – International aspects of business activities in the host country, as well as market and demand requirements, in particular as regards exchanges between the host and home country – Strategies for business activity in the target area Options (at least one cultural area to be selected. The culture specific part of the module will be offered as a block): – Latin American studies – Anglo-American studies – Arabic studies – East /South-East Asian studies Further area studies can be provided depending on students' interest.

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

Internship

Status: January 2014

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

Assessment type / requirement for the award of credits	Internship analysis § 14 (10) CER 01.02.2014
Weighting of the grade within the total grade	9 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to (in accordance with the study and examination regulations): – apply and transfer the theoretical knowledge they acquired during their studies to practical problems and use their academic knowledge to critically question their practical experience – describe processes and structures in the company where they carry out the internship – analyse the business model, value chain and corporate and business segment strategy of the company where they carry out their internship – 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 – identify problems and obstacles when trying to implement what they've learnt in practice and develop criteria for a successful transfer between theory and practice – draw up an implementation plan to support this transfer on the basis of self-evaluation of their own strengths and weaknesses and organise learning partnerships, networks to exchange experiences or follow-up measures

Content of the module	– Contents in accordance with the study and examination regulations:
	– Practical activity in a business function in a company, association or comparable organisation.
	– The following functional areas come into consideration:
	  • Management/general management
	  • Organisation
	  • Marketing
	  • Distribution
	  • Controlling, finance and accounting

	• HR management • Project management • Procurement • Data processing • Appropriate operating department – Analytical reflection of practical experience – Identification of relevant questions for the Bachelor Thesis – Analysis of problems/obstacles when applying what they have learnt – Development of factors of success when transferring into practice – Development of an implementation plan
Teaching and learning methods of the module	– Practical activity – Mentoring by a professor for the preparation and the follow-up assignment and guidance with reflection during the activity
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guidance with reflection during the activity is provided online in the form of e-learning
Literature (Required reading/supplementary recommended reading)	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	6th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	The students must have acquired 150 ECTS credits
Applicability of the module	This module has connections to all earlier modules, especially to 0.1.3. WISS and 6.5.1 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	In accordance with § 15 parag. 1 and § 16 parag. 1 of the study and examination regulations students who have successfully participated in this module will be able to: – investigate and answer an academic question independently using academic methods within a given time period – 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)
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)