

Bachelor Program

Management

Module Descriptions
Date: 15.12.2021

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Objectives

The educational objective of the study program "Management" is the acquisition of the functionally deepened competence to elaborate, understand, analyze and interpret issues in management with the help of scientific theories, principles and methods and to act on this basis in an economically appropriate and effective manner, to develop and reflect on strategies in various management fields, to perform general and, above all, marketing-specific management functions.

An understanding of management as a cultural practice should be the guiding principle. This understanding can be developed in different specializations, of which each student can freely choose two. In each specialization, the initial focus is on acquiring the ability to reflect on specific management practices from a cultural-theoretical perspective and practical experience, to then analyze markets and their actors, to understand possibilities for holistic strategy formation from a combination of theoretical and practical knowledge, as well as to develop specific projects and deepen knowledge specifically in response to current developments.

The focus of the specialization Marketing is the acquisition of the scientific and practical ability to develop, implement and control target-oriented marketing concepts on the basis of market information, especially with regard to digital marketing channels.

The focus of the specialization Media Communication is the acquisition of the scientific and practical ability to understand the cultural relevance of media, communication and especially storytelling in the interplay of production and reception, as well as building on this knowledge to develop concepts of strategic communication in a variety of contexts, especially in the application of digital media.

Curriculum Overview

| Code | Title | M/CE | Semester | | | | | | Total | | | Assessment | Weight |
|----------------|--|------|----------|---|---|---|---|----|-------|------|------|---------------------------|--------|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | H/W | Self | ECTS | | |
| SCIE | Introduction to Scientific Research Methods | M | 4 | 4 | | | | | 3+3 | 156 | 8 | Learner's Portfolio | 4,0% |
| BENV | Business Environment | M | 4 | 4 | | | | | 3+3 | 156 | 8 | Case Study | 4,0% |
| IMAN | Introduction to Management | M | 5 | | | | | | 3 | 108 | 5 | Written Exam 240 | 2,5% |
| RTMA | Re-Thinking Management: Culture, Society & Ethics | M | 5 | | | | | | 3 | 108 | 5 | Pass/Fail | 2,5% |
| SPEC1.1 | Specialization Module 1 | M | 4 | | | | | | 3 | 78 | 4 | | 2,0% |
| SPEC2.1 | Specialization Module 2 | M | 4 | | | | | | 3 | 78 | 4 | | 2,0% |
| MVRM | Marketing: Creating Values, Relations & Markets | CE | | | | | | | | | | Essay | |
| MCAS | Media, Communication and Storytelling | CE | | | | | | | | | | Essay | |
| CTHF | Culture: Theory, History and Forms | CE | | | | | | | | | | Essay | |
| EMEM | Event, Management as Event, Event Management | CE | | | | | | | | | | | |
| EFL1/ GER1 | English as a Foreign Language 1 / German 1 | M | 4 | | | | | | 4 | 64 | 4 | WE 90'; Test | 2,0% |
| STRA | Basic Principles in Strategic Management | M | | 5 | | | | | 4 | 108 | 5 | Presentation | 2,5% |
| CUMA | Culture and Markets | M | | 5 | | | | | 3 | 108 | 5 | Präsentation | 2,5% |
| SPEC1.2 | Specialization Module 1 | M | | 4 | | | | | 3 | 78 | 4 | | 2,0% |
| SPEC2.2 | Specialization Module 2 | M | | 4 | | | | | 3 | 78 | 4 | | 2,0% |
| EXCC | Exploring Consumer Culture | CE | | | | | | | | | | Written Exam 90' | |
| EXMR | Exploring Media Reception | CE | | | | | | | | | | Written Exam 90' | |
| EXAU | Exploring Audiences | CE | | | | | | | | | | Written Exam 90' | |
| EXEV | Exploring Events, Performances and Experiences | CE | | | | | | | | | | Written Exam 90' | |
| EFL2/ GER 2 | English as a Foreign Language 2 / German 2 | M | | 4 | | | | | 4 | 64 | 4 | WE 90'; Test | 2,0% |
| RESO | Resources: Financial Resources, HR, Organization | M | | | 6 | | | | 6 | 96 | 6 | Presentation | 3,0% |
| IPRO | Introductory Company Project | M | | | 6 | | | | 6 | 96 | 6 | Project Work | 3,0% |
| SPEC1.3 | Specialization Module 1 | M | | | 6 | | | | 3 | 138 | 6 | | 3,0% |
| SPEC2.3 | Specialization Module 2 | M | | | 6 | | | | 3 | 138 | 6 | | 3,0% |
| MSIC | Marketing Strategy, Implementation and Controlling | CE | | | | | | | | | | Seminar Paper | |
| SICO | Strategic and Integrated Communication | CE | | | | | | | | | | Seminar Paper | |
| IABM | Managing Culture Strategically: Institutional Arrangements and Business Models | CE | | | | | | | | | | Seminar Paper | |
| SEDD | Sustainable Events Development and Design | CE | | | | | | | | | | Seminar Paper | |
| SPRT | Space and Place and their Role in Touristic Strategies | CE | | | 6 | | | | 4 | 124 | 6 | Exam. 90; Test | 3,0% |
| MACC | Managerial Accounting | M | | | 6 | | | | 4 | 124 | 6 | Written Exam 180' | 3,0% |
| APRO | Advanced Company Project | M | | | 6 | | | | 4 | 124 | 6 | Project Work | 3,0% |
| SPEC1.4 | Specialization Module 1 | M | | | 6 | | | | 3 | 138 | 6 | | 3,0% |
| SPEC2.4 | Specialization Module 2 | M | | | 6 | | | | 3 | 138 | 6 | | 3,0% |
| DCMA | Digital Channel Management | CE | | | | | | | | | | Learner's Portfolio | |
| DIGA | Digitalisation, Interactivity and Gamification | CE | | | | | | | | | | Learner's Portfolio | |
| CDCA | Challenging Digitalization in Culture and the Arts | CE | | | | | | | | | | Learner's Portfolio | |
| CDDI | Challenges of Digitalization for Developing Inspiring Events | CE | | | | | | | | | | Learner's Portfolio | |
| FL2 | Foreign Language 2 | CE | | | 6 | | | | 4 | 124 | 6 | Exam. 90; Test | 3,0% |
| CHIN | Change and Innovation | M | | | | | 6 | | 3 | 138 | 6 | Learner's Portfolio | 3,0% |
| CIRM | Current Issues in Rethinking Management and Society | M | | | | | 6 | | 3 | 138 | 6 | Written Assignment | 3,0% |
| SPEC1.5 | Current Issues in Specialization 1 | M | | | | | 6 | | 3 | 138 | 6 | | 3,0% |
| SPEC2.5 | Current Issues in Specialization 2 | M | | | | | 6 | | 3 | 138 | 6 | | 3,0% |
| MELE | Marketing Elective | CE | | | | | | | | | | Depends | |
| CELE | Communication Elective | CE | | | | | | | | | | Depends | |
| AELE | Arts and Entertainment Elective | CE | | | | | | | | | | Depends | |
| LOOP | Elective: The Locations and Operations Dimension of Performances and Events | CE | | | | | | | | | | Depends | |
| FL3 | Foreign Languages 3 / Area Studies | CE | | | | | 6 | | 3 | 138 | 6 | Depends | 3,0% |
| INTS | Internship | M | | | | | | 18 | | 540 | 18 | Internship Analysis | 9,0% |
| BACH | Bachelor Thesis | M | | | | | | 12 | | 360 | 12 | Bachelor Thesis + Defence | 16,0% |

M/CE = Mandatory/Compulsory Elective

FL 1, FL 2, FL 3: Arabic, Chinese, French, Italian, Russian, or Spanish

Introduction to Scientific Research Methods

Status: July 2021

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| Modul-Nr./ Code | SCIE |
| Module title | Introduction to Scientific Research Methods |
| Semester or trimester | 1st and 2nd Semester |
| Duration of module | Two Semesters |
| Course type (Mandatory, elective, etc.) | Mandatory |
| If relevant, course units within the module | - |
| Frequency of module | Every Year |
| Entry requirements | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | The module is applicable to all bachelor programs at Karlshochschule. It provides the methodological preparation to all modules. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Prof. Dr. Dr. Björn Bohnenkamp Prof. Dr. Robert Lepenies |
| Teaching language | English |
| Number of ECTS credits | 8 |
| Total workload and its composition (e.g. self-study + contact time) | Total workload = 240 Hours (Contact Hours per Semester = 42 Hours, Self-Study per Semester = 78 Hours) (Total contact hours = 84 Hours, Total Self-Study = 156 Hours) |
| Hours per week (SWS) | 3 SWS per Semester |
| Assessment type / requirement for the award of credits | The Assessment type is a Learners Portfolio according to § 14 (7) |

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| | Course and Examination Regulation (CER); see appendix. |
| Grading & weighting of the grade within the total grade | 4 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully completed this module are able: <ol style="list-style-type: none"> 1. to understand different approaches of science and epistemology 2. to explain the connection between science theory and standards of scientific work in social sciences 3. to apply working techniques of scientific work 4. to carry out procedures of qualitative and quantitative data collection and analysis 5. to communicate scientifically appropriate and effective 6. to present results effectively 7. to facilitate critical thinking, project management and conflict-solving in small teams |
| Content of the module | <ol style="list-style-type: none"> 1. The nature of science <ol style="list-style-type: none"> 1. Epistemological perspectives 2. History of science 3. Intertextual discourse 4. Referencing 2. Qualitative data collection <ol style="list-style-type: none"> 1. Observation 2. Interviews 3. Discourse analysis 4. Audiovisual Analysis 3. Qualitative data analysis <ol style="list-style-type: none"> 1. Coding procedures 2. Theory-building 4. Quantitative data collection <ol style="list-style-type: none"> 1. Theoretical models and hypotheses 2. Operationalisation and measurement 3. Sampling and data collection 5. Quantitative data analysis <ol style="list-style-type: none"> 1. Descriptive analysis 2. Inferential analysis (ANOVA, regression) |

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| | 6. Presenting scientific work (posters, presentations, papers) |
| | Content will be presented video-based on an online learning platform, sessions used for Q&A, practicing methods, group work and mentoring |
| Specials (e.g. online part, practice visits, guest lectures, etc.) | |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading (provided via Moodle):</u></p> <p>Jäger, Siegrid & Maier, Florentine (2016). Analysing Discourses and Dispositives. A Foucauldian Approach to Theory and Methodology. In: Wodak, Ruth & Michael Meyer . Methods of Critical Discourse. SAGE: London, 109-136.</p> <p>Kozinets, Robert V. (2002). The Field behind the Screen: Using Netnography for Marketing Research in Online Communities, Journal of Marketing Research, 39 (1), 61-72.</p> <p><u>Recommended reading:</u></p> <p>Creswell, John W. & Poth, Cheryl, N. (2018). Qualitative Inquiry and Research Design: Choosing Among Five Approaches. Sage Publications Inc: California.</p> <p>Crotty, Micheal (2015). The Foundations of Social Research. Sage Publications: London.</p> <p>Donovan, Todd & Hoover, Kenneth R. (2015). The Elements of Social Scientific Thinking. Wadsworth Cenage Learning: USA</p> <p>Evergreen, Stephanie (2018). Presenting Data Effectively. Sage Publications Inc.: California.</p> <p>Flick, Uwe (2017). The SAGE Qualitative Research Kit. SAGE: London. (special</p> |

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| | <p>focus on Doing Interview, Doing Ethnography, Analyzing Qualitative Data, Doing Grounded Theory)Klotz, A. and Prakash, D. (eds.) (2008) <i>Qualitative Methods in International Relations: A Pluralist Guide</i>. Hampshire: Palgrave Macmillan</p> <p>Koepsell, David (2017). Scientific Integrity and Research Ethics: An Approach from the Ethos of Science (SpringerBriefs in Ethics). Springer: Switzerland</p> <p>Malecka, M. and Lepenies, R., 2018. Is the Behavioral Approach a Form of Scientific Imperialism?: An Analysis of Law and Policy. Scientific Imperialism Exploring the Boundaries of Interdisciplinarity, edited by Uskali Mäki, Adrian Walsh, Manuela Fernández Pinto. Routledge Studies in Science, Technology and Society. pp. 254-273.</p> <p>Patten, Mildred L. & Newhart, Michelle (2018). Understanding Research methods, Routledge: New York.</p> <p>Yin, Robert. (2016) Qualitative Research from Start to Finish. The Guilford Press: New York.</p> <p>Saldana, Johnny. (2016). The Coding Manuel for Qualitative Researchers. Sage Publications Ltd: London.</p> |
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Business Environment

Status: September 2021

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| Modul-Nr./ Code | BENV |
| Module title | Business Environment |
| Semester or trimester | 1st & 2nd Semester |
| Duration of module | 2 Semesters |
| Course type (Mandatory, elective, etc.) | Mandatory |
| If relevant, course units within the module | |
| Frequency of module | Every academic year |
| Entry requirements | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | This module is part of the management cycle (analyze) and has particular references to IMQM, STRA (plan), RESO (do), MACC (check), CHIN (act), to selected modules of the specialization pillars and modules like RTMA. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Prof. Dr. Stefan Jäger |
| Teaching language | English |
| Number of ECTS credits | 8 |
| Total workload and its composition (e.g. self-study + contact time) | Total workload = 240 Hours (Contact hours = 84 hours, Self-study = 156 hours) |
| Hours per week (SWS) | 6 |
| Assessment type / requirement for the award of credits | Test § 14 (3) CER Presentation |

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| | <p>§ 14 (9) CER Case Study at the end of the 2nd semester § 14 (12) CER</p> |
| Weighting of the grade within the total grade | <p>4 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.</p> |
| Qualification objectives of the module | <p>Students who have successfully completed this module are able:</p> <ul style="list-style-type: none"> - to describe political, economic, socio-cultural, technological, ecological and legal factors influencing entrepreneurial and business activity at local, regional, national and international level and their interactions, - to present, classify and interpret current economic problems and the essential theoretical approaches and models of macroeconomics, - to present the basic framework conditions, actors, institutions and instruments of (economic) political action and to critically interpret political decisions on the use of social resources, - to describe the importance of the legal system for entrepreneurial action in a national and international context and to solve entrepreneurial design tasks with the means of private, commercial, trade and labor law and - to perform a PESTEL analysis to explain opportunities and threats for businesses. |
| Content of the module | <ul style="list-style-type: none"> – Political, economic, social, technological, ecological and legal framework conditions for entrepreneurial activity – Institutions, instruments and objectives of economic policy – The importance of political institutions and relationships for entrepreneurship – Economic systems – Basic concepts of economics |

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| | <ul style="list-style-type: none"> – Life cycle analysis and national accounts – Development of economic indicators – Main areas of macroeconomics – Social and demographic context of entrepreneurial activity <p>Law as an element of order in social coexistence and as a location factor (German context)</p> <p>Public law: guarantee of freedom and reliable framework conditions</p> <p>Forms of private law design in an entrepreneurial context, e.g.:</p> <p>Principles of purchase contract law</p> <p>Principles of contract for work and services law</p> <p>Principles of company law</p> <p>Principles of commercial law</p> <p>Principles of labor law</p> <p>Comparison of different legal cultures and (legal) forms of cross-border action</p> <p>PESTEL-Analysis</p> |
| Teaching and learning methods of the module | <p>Combination of interactive lecture, practice, self-study:</p> <p>Interactive Lecture (Instruction)</p> <p>Exercise with case studies on location decisions and country analyses (guided construction by students)</p> <p>Self-study for independent preparation and follow-up (design and reflection)</p> |
| Specials (e.g. online part, practice visits, guest lectures, etc.) | <p>Case studies, business games, simulation, excursions to political institutions or companies with current location decisions</p> <p>Examples of the topics of guest lectures by international experts are "Effects of economic and political developments on international security and political and economic relations" (e.g. "Politics and international security (POL&IS)")</p> |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading:</u></p> <p>Morrison, Janet (2017): The Global Business Environment: Challenges and Responsibilities. The Global Business Environment: Challenges and Responsibilities</p> <p>Wetherly, Paul; Otter, Doron (2018):</p> |

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| | <p>The Business Environment. Themes and Issues in a Globalizing World. 4th Revised edition Oxford University Press</p> <p><u>Additional Reading</u></p> <p>Johnson, G., Scholes, K., Whittington, R. (2011): Exploring corporate Strategy: text & cases. 9. ed., Financial Times Prentice Hall.</p> <p>Gassner, Michael (2009): PESTEL – Strategie zur Beherrschung externer Risiken, in: Lutz Becker (Hg.), Digitale Fachbibliothek Management und Führungspraxis, Düsseldorf: Symposion.</p> <p>Additional handouts maybe given in class.</p> |
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Introduction to Management

Status: September 2021

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| Modul-Nr. / Code | IMAN |
| Module title | Introduction to Management |
| Semester or trimester | 1 st Semester |
| Duration of module | Single Semester |
| Course type (Mandatory, elective, etc.) | Mandatory |
| If relevant, course units within the module | - |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | This module forms the general foundation for the Management Cycle and has particular references to BENV (analyze), STRA (plan), RESO (do), MACC (check), CHIN (act) and to other specialization and modules like RTMA. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Prof. Dr. Ronald Hartz |
| Teaching language | English |
| Number of ECTS credits | 5 |
| Total workload and its composition (e.g. self-study + contact time) | Total workload = 150 Hours (Contact hours = 42 hours, Self-study = 108 hours) |
| Hours per week (SWS) | 3 |
| Assessment type / requirement for the award of credits | Written Exam 240' at the end of the semester § 14 (2) CER |

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| Weighting of the grade within the total grade | 2.5 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> - Describe basic management issues and their importance, tasks and roles of the manager in the context of different organizations from different perspectives. - to define and distinguish the main actors and institutions of entrepreneurial activity and to explain their interaction - differentiate general and functional as well as normative, strategic and operational management into goals and tasks - to present the concept of the value chain and to distinguish the primary, controlling and supporting processes of the value chain (according to M. E. Porter) - to describe management as a cross-sectional function for planning, controlling and monitoring the use of resources and the interaction of functional functions on the basis of the PDCA cycle - to distinguish which management situations can best be managed with the help of which methods (analytical, quantitative, qualitative, interpretative) - identify the financial flows along the value chain and describe the importance and principles of accounting, financing and investment appraisal - to solve management tasks in an integrated manner with the help of qualitative and quantitative methods - to apply what they have learned to current issues and selected case studies and to question them critically, also with regard to their own location in their studies. |

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| Content of the module | <ul style="list-style-type: none"> – Historical development of management and selected management concepts – The multifunctional socio-technical system enterprise, represented by the value chain according to M. E. Porter – Objectives and tasks of general and functional management as well as project management – The normative, strategic and operational level of management – Roles, tasks and competencies in management and their critical reflection from a culturalist-constructivist perspective – The resources of the company and the situational use of management instruments, in particular target setting, planning, organisation/delegation and control under conditions of complexity and ambiguity – Basic knowledge of finance – Principles of internal and external accounting (according to HGB and IFRS) – understanding of investment and company valuation – Qualitative and quantitative methods for solving management tasks (e.g. qualitative methods for analyzing organization, culture, employee motivation and quantitative methods e.g. for determining the present value, the earnings value or the cost, revenue, demand, price sales and profit functions) |
| Teaching and learning methods of the module | Interactive lecture, exercises for the application of qualitative and quantitative methods to management tasks; case studies |
| Specials (e.g. online part, practice visits, guest lectures, etc.) | The lecture is designed as a integrated teaching unit where qualitative and quantitative methods are taught in an integrated manner in connection with the respective management tasks. Individual methods are further developed and practiced in the Scientific Methods (WISS) module and in separate tutorials. |

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| <p>Literature (Required reading/supplementary recommended reading)</p> | <p><u>Required reading:</u></p> <p>Daft, Richard and Marcic, Dorothy (2017). Understanding Management. Cenange Learning: USA.</p> <p>Pfriem, Reinhard (2011): Eine neue Theorie der Unternehmung für eine neue Gesellschaft. Metropolis: Marburg (selected texts translated into English)</p> <p><u>Supplementary recommended reading:</u></p> <p>Brealey, Richard A., Myers, Stewart, Allen, Franklin (2011): Principles of Corporate Finance. Concise ed., 2. ed., New York: McGraw-Hill Education.</p> <p>Creswell, John. W. and Creswell, J. David. (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. 5th ed., Sage Publishing: LA.</p> <p>Gary Clendenen, Stanley A. Salzman. 2015. Mathematics for Business. Pearson: Boston.</p> <p>Porter, M. E., & Kramer, M. R. (2019). Creating shared value. In Managing Sustainable Business (pp. 327-350). Springer, Dordrecht.</p> <p>Porter, M. E. (2001). The value chain and competitive advantage. Understanding business: Processes, 50-66.</p> <p>Additional Handouts may be given in class</p> |
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Re-Thinking Management: Culture, Society, Ethics

Status: September 2021

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| Modul-Nr./ Code | RTMA |
| Module title | Re-Thinking Management: Culture, Society, Ethics |
| Semester or trimester | 1st Semester |
| Duration of module | Single Semester |
| Course type (Mandatory, elective, etc.) | Mandatory |
| If relevant, course units within the module | - |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | This module forms the general foundation for the Management Cycle and has particular references to BENV (analyze), STRA (plan), RESO (do), MACC (check), CHIN (act) and to other specialization and modules like IMAN. At the same time, it prepares students for the main areas of study and explains the integrative context of the course of study. |
| Person responsible for the module | Prof. Dr. Michael Zerr |
| Name(s) of the instructor(s) | Prof. Dr. Michael Zerr |
| Teaching language | English |
| Number of ECTS credits | 5 |
| Total workload and its composition (e.g. self-study + contact time) | Total workload = 150 Hours (Contact hours = 42 hours, Self-study = 108 hours) |
| Hours per week (SWS) | 3 |
| Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten | Prerequisite for passing the module (passed / failed) and the awarding of credit points is |

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| | the regular participation and processing of the accompanying reflection tasks. |
| Weighting of the grade within the total grade | not applicable |
| Qualification objectives of the module | <p>Students who have successfully completed this module are able:</p> <ul style="list-style-type: none"> - To understand the connection between knowledge and interest - Interpret the theoretical and practical contingency of management and knowledge about leadership and leadership practices and their historical and cultural conditionality - Classify management in a discourse context of instrumental rationality, feasibility, technocratic-bureaucratic formalization and quantification, alienation as well as power and control, exploitation and dominance. - To make the "Cultural Turns" conceptually and methodologically fruitful for analysis and understanding of management and leadership practice - To distinguish different positions, approaches, concepts, discourses and schools from business ethics from philosophical, economic and practical points of view and to present their statements and significance to the relationship between ethics and economics - To critically question the "autonomy" and determinacy of economic action and the "normativity of economic factual logic" with regard to ethical claims and to reflect on the possibilities of a reintegration of practice, poetry and phronesis - To reflect on their own study goals and personal motivations for a professional activity in management, to identify the cultural and social conditionality of their own thinking, learning and acting and to reflect on the connection between "group, topic, |

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| | <p>ego and globe" within the framework of a moderated topic-centered interaction.</p> <p>- To experience and interpret different modes of "sensing" and "sense-making" in oneself and in "others" and to integrate them in the sense of holistic personality development</p> <p>- to reflect, understand and interpret the integrative context of the programme with regard to its importance for their own professional development and lifelong learning</p> |
| Content of the module | <ul style="list-style-type: none"> – Historical development and contingency of the economic system and organizations – Individual, sociality, (inter-)relation and institutions <ul style="list-style-type: none"> o Methodological individualism o Methodological holism o Mediating approaches o Relational approaches, network theories o Institutional theories, logic, practices – Definition and historical outset of the management concept, relationship between modernity and management – Critical management perspectives, approaches and concepts, critical reflection of the management cycle/theory/functions – The Cultural Turns, in particular Interpretive, Performative, Practice, Spatial, Postcolonial, Narrative, Relational and Integral Turn – Basics, application and contribution of the discourse theory in understanding individual, organisational and societal actions, attitudes and phenomena – Introduction to the gender theory, feminism and the intersectional theory – Introduction to ethics: Virtue ethics, deontological approaches, consequentialism, ethics of discourse – Business ethics such as Homann, Wieland, Ulrich – Relationship between ethics, organising and and economic activity: levels of |

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| | <p>responsibility, system levels and levels of integration</p> <ul style="list-style-type: none"> – Importance and application of ethics in organization, leadership and management – Digitalisation ethics – Corporate Social Responsibility – Integrative context and content of the programme – Models for personal reflection and self-organising |
| Einführung | Interactive lectures, independent study of texts, classroom discussions, individual and group exercises, moderated reflection |
| Specials (e.g. online part, practice visits, guest lectures, etc.) | |
| <p>Literature</p> <p>(Required reading/supplementary recommended reading)</p> | <p><u>Required reading:</u></p> <p>Alvesson, M., Bridgman, T. and Willmott, H. (2009) (Eds.). c. Oxford University Press. Ch. 2, 7, 15.</p> <p>Bachmann-Medick, D. (2016). <i>Cultural Turns: New Orientations in the Study of Culture</i>. Berlin/Boston: Walter de Gruyter. Ch. 1-2.</p> <p>Burr, V. (1995) <i>An Introduction to Social Constructionism</i>. London: Routledge. Ch. 2-4, 9.</p> <p>Ladkin, D. (2015). <i>Managing Ethical Dimensions in Organisations. A Self-Reflective Guide to Developing Ethical Astuteness</i>, London: Elgar</p> <p><i>The Principles for Responsible Management Education (PRME)</i> website: www.unprme.org</p> <p><u>Recommended readings:</u></p> <p>Banerjee, S.B. (2021): <i>Decolonizing Management Theory: A Critical Perspective</i>,</p> |

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| | <p>Journal of Management Studies, doi: 10.1111/joms.1276</p> <p>Habermas, J. (1987). <i>Knowledge and Human Interests</i>. Boston: Polity Press.</p> <p>Küpers, W., Sonnenburg, S., and Zierold, M. (2017). ReThinking Management. In W. Küpers, S. Sonnenburg and M. Zierold (Eds.) <i>ReThinking Management: Perspectives and Impacts of Cultural Turns and Beyond</i> (pp. 11-30). Wiesbaden: Springer VS.</p> <p>Lindsay, L. (2015). The Sociology of Gender: Theoretical Perspectives and Feminist Frameworks in L. Lindsay, <i>Gender Roles: A Sociological Perspective</i> (pp. 1-21). New York and Oxfordshire: Routledge.</p> <p>Painter-Morland, M. and Ten Bos, R. (2011). (Eds.) <i>Business Ethics and Continental Philosophy</i> (pp. 15-36). Cambridge: Cambridge University Press.</p> <p>Stanwick, P. A. (2014). <i>Understanding Business Ethics</i>. Los Angeles, Sage.</p> <p>Tietze, S. (2008) Spreading the management gospel—in English. In S. Tietze (Ed.) <i>International Management and Language</i> (pp. 85-98). New York and Oxfordshire: Routledge.</p> |
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Marketing: Creating Values, Relations and Markets

Status: September 2021

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| Module-Nr./ Code | MVRM |
| Module title | Marketing: Creating Values, Relations and Markets |
| Semester or trimester | 1 st semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Compulsory Elective |
| If relevant, course units within the module | |
| Frequency of module | Each year |
| Entry requirements | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is related to IMAN and BENV and provides a basis for later modules in the marketing specialization. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Marcel Krenz |
| Teaching language | English |
| Number of ECTS credits | 4 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 120 hours (contact hours = 42, self-study = 78 hours) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Essay § 14 (6) CER |
| Weighting of the grade within the total grade | 2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |

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| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – define the subject of marketing and the underlying theoretical concepts (e.g., value-based marketing, relationship marketing, market orientation) – discuss major developments in marketing theory and marketing practice (especially historic development of thoughts) and different disciplinary (economic, technological, psychological, sociological) approaches – reflect the embeddedness of values, relations and market dynamics in cultural contexts – know the relevant fields of actions and job profiles in strategic marketing – reflect marketing practice from the perspective of cultural turns |
| Content of the module | <ol style="list-style-type: none"> 1. Marketing Skills (visionary skills, relationship skills, analytical skills) 2. Marketing theory (value-based approach, generic concept, market orientation) 3. Introduction into consumer behavior and market research 4. Introduction into strategic marketing (segmentation, positioning, targeting) 5. Marketing Channels: Pricing & Distribution 6. Integrated communication 7. Relations, Interactions and Relationship marketing 8. Sustainable Marketing („Environmental Imperative“) 9. Creating Markets and Market System Dynamics 10. Excursion: Marketing Challenges in Organizations 11. Practical Case Study: Doing Marketing 12. Essay Writing Training |
| Teaching and learning methods of the module | Interactive lectures, group work, case studies, text readings/discussions |

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| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | |
| Literature (Required reading/supplementary recommended reading) | <p>Required literature:</p> <p>Bohnenkamp B. (2017). ReThinking Studying Marketing. In: Küpers W., Sonnenburg S., Zierold M. (eds) <i>ReThinking Management. Management – Culture – Interpretation</i>. Springer VS, Wiesbaden.</p> <p>Doyle, P. (2000). Value-based marketing. <i>Journal Of Strategic Marketing</i>, 8(4), 299-311.</p> <p>Giesler, M., Fischer, E. (2016). Market system dynamics. <i>Marketing Theory</i> 17 (1), 3-8.</p> <p>Kotler, Philip et al. (2011). Grundlagen des Marketing. 5.Aufl., München: Pearson Studium (Auszüge).</p> <p>Kotler, P. (1972). A generic concept of marketing. <i>Journal of Marketing</i> 36 (2), 46-54.</p> <p>Morgan, R., & Hunt, S. (1994). The Commitment-Trust Theory of Relationship Marketing. <i>Journal of Marketing</i>, 58 (3), 20-38.</p> <p>Recommended reading:</p> <p>de Oliveira Santini, F., Ladeira, W. J., Pinto, D. C., Herter, M. M., Sampaio, C. H., & Babin, B. J. (2020). Customer engagement in social media: a framework and meta-analysis. <i>Journal of the Academy of Marketing Science</i>, 48, 1211-1228.</p> <p>Stevens, L., Maclaran, P., & Brown, S. (2019). An embodied approach to consumer experiences: the Hollister brandscape. <i>European Journal of Marketing</i>.</p> |

Media, Communication and Storytelling

Status: September 2021

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| Modul-Nr./ Code | MCAS |
| Module title | Media, Communication and Storytelling |
| Semester or trimester | 1st Semester |
| Duration of module | 1 Semester |
| Course type (Mandatory, elective, etc.) | Elective |
| If relevant, course units within the module | |
| Frequency of module | Every academic year |
| Entry requirements | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | This module is primarily related to the concurrent IMAN and BENV modules and develops the foundations for all other subject-specific modules. Part of the Media Communication specialization. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Thomas Zorbach |
| Teaching language | English |
| Number of ECTS credits | 4 |
| Total workload and its composition (e.g. self-study + contact time) | Total workload = 120 Hours (Contact hours = 42 hours, Self-study = 78 hours) |
| Hours per week (SWS) | 3 |
| Assessment type / requirement for the award of credits | Essay § 14 (6) CER |

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| Weighting of the grade within the total grade | 2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully completed this module are able:</p> <ul style="list-style-type: none"> – define the object of communication and basic models, concepts and theories – understand interdisciplinary approaches to narratology – relate knowledge of narratology to economic target systems – reflect on communication in cultural contexts – take a position on the social responsibility of the media – understand the elements, dynamics and uses of narratives, especially elements of transmedia and multimedia narratives – to know the essential fields of action and parameters in the media and – to know the essential fields of activity and parameters in the media and communication sector as well as to describe areas of competence, fields of activity and job descriptions within them – to reflect on communicative practices from the perspective of narrative turns. |
| Content of the module | <ul style="list-style-type: none"> - Introduction Stories, Communication, Media - Signs, Techniques, Media - Media and communication in society - Fields of Strategic Communication - Basic elements of dramaturgy and narratology - Narration in different media cultures and systems - The 'Narrative Turn - Storytelling in practice - Introduction to creative writing - Audiovisual Storytelling: Camera |

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| | <ul style="list-style-type: none"> - Audiovisual Storytelling: Editing - Essay Writing Training - Role of narratives in communication and culture - Interdisciplinary approaches to narrative, communication and media theories - Media strategies and formats in different media cultures (television, radio, print media, digital media) - Role of the media in the field of tension between economy, society and culture, especially with regard to questions of media ethics - Elements of dramaturgy and narratology (unity of time, space and action; act structure, characters, story/plot, setting, theme, style, genre, suspense etc.) - Characteristics of transmedia storytelling - Creative writing for literature, news, and visual media. |
| Teaching and learning methods of the module | Interactive classes, group work, case studies, text reading and discussion. |
| Specials (e.g. online part, practice visits, guest lectures, etc.) | |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading:</u></p> <p>Barthes, R. (1977). Introduction to the Structural Analysis of Narratives, in: Image-Music-Text. London: Fontana. (excerpts)</p> <p>Nünning, Ansgar (2009): Surveying Contextualist and Cultural Narratologies: Towards an Outline of Approaches, Concepts and Potentials. In: Sandra Heinen, Roy Sommer (Hrsg.): Narratology in the Age of Cross-disciplinary Narrative Research. de Gruyter, Berlin, S. 48–70.</p> <p>Ryan, Marie-Laure (2004): Narrative across media: the languages of storytelling. Lincoln, Neb. (u.a.): Univ. of Nebraska Press. (excerpts)</p> <p><u>Additional Reading</u></p> |

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| | <p>Eder, J. (2007). Dramaturgie des populären Films. Drehbuchpraxis und Filmtheorie. 3. Aufl., Lit: Hamburg, Münster. (excerpts)</p> <p>Merten, K., Schmidt, S. J., Weischenberg, S. (1994). Die Wirklichkeit der Medien. Eine Einführung in die Kommunikationswissenschaft. VS Verlag für Sozialwissenschaften: Wiesbaden. (excerpts)</p> <p>Storr, W. (2020). The Science of Storytelling: Why Stories Make Us Human and How to Tell Them Better. Abrams.</p> |
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Culture: Theory, History and Forms

Status: September 2021

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| Modul-Nr. / Code | CTHF |
| Module title | Culture: Theory, History and Forms |
| Semester or trimester | 1 st semester |
| Duration of module | 1 semester |
| Course type (Mandatory, elective, etc.) | Elective |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | CTHF introduces the Arts & Entertainment Management specialization and is foundational for its modules. The module intersects with concurrent modules IMAN and BENV. |
| Module Responsibility | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of educator(s) | Marcel Krenz M.A. |
| Teaching language | English |
| Number of ECTS credits | 4 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 120 hrs (contact time = 42 hrs, self-study = 78 hrs) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Essay § 14 (6) CER |
| Weighting of the grade within the total grade | 2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |

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| Qualification objectives of the module | <p>Learning goals of this module are to enable students to be able to:</p> <ul style="list-style-type: none"> – Analyze the interplay of artistic, academic, economic, technological and media developments, employing examples across disciplines – Explain main positions of cultural studies, in particular theories of media & culture – Describe forms of culture in their dual role as artistic works, even in entertainment-industry brands – Classify different theories and approaches of arts and media reception – Know core areas and parameters of media industries and cultural management and describe competencies, tasks and professional roles therein – Differentiate types, organizational forms, business models, main formats, patterns of interaction, expectations and interests of actors in cultural industries (Visual & performing arts, music, film and television, literature, games) |
| Module contents | <ul style="list-style-type: none"> – Introducing central discourses in culture, media and the arts since the 19th century, highlighting modern and postmodern understandings of socio-cultural change – Exemplifying interdisciplinary understandings of shifting cultural paradigms, correlating with postmodern turns in science and society, economy and education, politics and publics – Discussing organizational structures, business models and funding structures in cultural and creative industries relating to arts and entertainment organizations – Analyzing cultural and creative industries, organizations, institutions, actors, stakeholder, networks, intermediaries and audiences – Questioning power relations in cultural production and organization, |

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| | influencing audience orientation and development |
| <u>Unit structure:</u> | <ol style="list-style-type: none"> 1. Cultural Basics: Core Concepts of Culture 2. Cultural History: Changing Cultural Paradigms 3. Introducing Arts & Entertainment Management I: Public Funding, Non-Profit and For-Profit Organizations 4. Introducing Arts & Entertainment Management II: Visual & Performing Arts, Music, Movies, Media, Literature, Gaming & Other Entertainment 5. Industrial Revolutions: From Colonization & Industrialization to Cultural & Creative Industries 6. Cultural Ideologies: Socialism versus Capitalism 7. Cultural Turns: Modernism and Postmodernism 8. Cultural Theories: Critical Theory and Cultural Capital 9. Cultural Values: Experience Culture and Knowledge Society 10. Cultural Institutions In-Depth: Museums and the Art Market 11. Cultural Staging In-Depth: Theater, Literature & Intermediality 12. Current Issues in Arts & Entertainment Management: Globalization & Digitalization, Demographic Change, Migration & Immigration |
| Teaching and learning methods of the module | Interactive lectures, group work, reading & researching, case-studies, discussions, |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Optional: Excursion, guest speaker (online/offline), documentary film |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required Reading:</u></p> <p>DeVereaux, C. (2018). <i>Arts and Cultural Management: Sense and Sensibilities in the State of the Field</i>. Routledge.</p> <p>Moss, S., & Walmsley, B. (2014). <i>Entertainment management: towards best practice</i>. CABI.</p> |

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| | <p><u>Recommended reading:</u></p> <p>Bauman, Z. (2013). <i>Liquid modernity</i>. John Wiley & Sons.</p> <p>Bourdieu, P. (1984). <i>Distinction: A social critique of the judgement of taste</i>. Harvard university press.</p> <p>Andersson, D. E., & Andersson, Å. E. (2006). <i>The economics of experiences, the arts and entertainment</i>. Edward Elgar Publishing.</p> <p>Caves, R. E. (2000). <i>Creative industries: Contracts between art and commerce</i>. Cambridge: Harvard University Press.</p> <p>Hall, S. (2020). <i>Representation: Cultural representations and signifying practices</i>. London: Sage in association with the Open University</p> |
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Event, Management as Event, Event Management

Status: September 2021

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| Modul-No./ Code | EMEM |
| Module title | Event, Management as Event, Event Management |
| Semester or trimester | 1 st semester |
| Duration of module | 1 semester |
| Course type (Mandatory, elective, etc.) | Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | EMEM introduces the Event Management specialization and is foundational for its modules. The module intersects with concurrent modules IMAN and BENV |
| Module responsibility | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of educator(s) | Marcel Krenz |
| Teaching language | English |
| Number of ECTS credits | 4 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 120 hrs (contact time = 42 hrs, self-study = 78 hrs) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Essay § 14 (6) CER |
| Weighting of the grade within the total grade | 2 % |

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| | Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Learning goals of this module enable students to:</p> <ul style="list-style-type: none"> • Better understand the role and relevance of performative acts like socio-cultural events within economic goals, individual and collective identities in various cultural contexts • Define the specific properties of services and describe how they challenge management • Employ creative techniques to generate innovative event ideas • Describe competences, applications and professional roles within service-industries, focusing on events management and marketing • Define events-industry in a socio-cultural context, concerning various aspects and perspectives of services • Describe target-groups, contents and forms of events by using relevant journals and trade publications • Transfer knowledge by applying different methods and instruments to real-life cases • Recognize common-ground between events and management, based on current research and academic discourse |
| Content of the module | <p>Contents & Unit structure:</p> <ol style="list-style-type: none"> 1. Management as Event: Event-Management and Marketing 2. Historic Role and Socio-Cultural Relevance of Events 3. Introduction to Planning and Creating Services 4. Event-Theory I: Defining Events within Services-Marketing & Management 5. Marketing Events vs. Events Marketing: Event-Marketing Strategy 6. Event-Theory II: Experiential Marketing & Performative Turn 7. Workshop I: Creative Ideas & Concept Development |

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| | <p>8. Introduction to Event-Planning, -Budgeting and -Realization</p> <p>9. Workshop II: Planning and Creating Events: Event Planning Process</p> <p>10. Holistic Event Design & Staging: Décor & Venue, Food & Beverage Management</p> <p>11. Introduction to Festival & Cultural Events Management</p> <p>12. Risk Management & Legal Compliance & case-Study: Loveparade 2010 in Duisburg</p> |
| Teaching and learning methods of the module | Interactive lectures, group work, reading & researching, case-studies, discussions |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Optional: Excursion, guest speaker (online/offline), documentary film |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading:</u></p> <p>Ferdinand, Nicole & Paul Kitchin (2016) Event-Management: An International Approach, SAGE</p> <p><u>Recommended reading:</u></p> <p>Bachmann-Medick, Doris (2009): Cultural Turns: Neuorientierungen in den Kulturwissenschaften. 3. Aufl., Reinbek bei Hamburg: Rowohlt</p> <p>Fenich, George G. (2018): Meetings, Expositions, Events and Conventions: an Introduction to the Industry. 5. ed., Edinburgh Gate: Pearson.</p> <p>Getz, Donald (2005) Event Management & Event Tourism. 2nd ed. New York: Cognizant.</p> <p>Lovelock, Christopher H.; Wirtz, Jochen (2016): Services Marketing: people, technology, strategy. 8. ed., global ed., Boston (u.a.): Pearson.</p> <p>Preston, Chris (2012): Event Marketing: how to successfully promote events, festivals, conventions and expositions. 2. ed., Hoboken: Wiley.</p> |

English as a Foreign Language 1

Status: December 2021

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| Module-Nr./ Code | EFL1 |
| Module title | English as a foreign language (Business English) 1 |
| Semester or trimester | 1st Semester |
| Duration of module | Single Semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with EFL2. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Cindy Heckfuss Alaa Khalil Dr. Mila Koretnikov Larissa Vilhena |
| Teaching language | English |
| Number of ECTS credits | 4 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 120 hours (contact hours = 56, self-study = 64 hours) |
| Hours per week | 4 |

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| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |
| Grading & weighting of the grade within the total grade | 2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> • communicate in a broad variety of business situations in the English language, • know advanced terminology used in business as well as parts of the language for specific purposes and apply the terminology in practical business situations, • write complex texts, • use important rhetorical skills in English business communication environments, • participate actively in practical situations, initiating both subject-oriented discussions as well as interpersonal talk. <p>English level C1.1 (according to the Common European Framework of Reference for Languages)</p> |
| Content of the module | <ul style="list-style-type: none"> • Introduction to general business English terminology and vocabulary for specific purposes • Introduction to business communication skills (written and oral) • Application of knowledge and skills in basic role plays and case studies • Practice listening skills using audio-visual media |

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| | <ul style="list-style-type: none"> • Systematic grammar revision, etc. |
| Teaching and learning methods of the module | Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production. |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester. |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading (respective level, will be announced before semester):</u></p> <p>Trappe, Tonya, Tullis, Graham (2012): Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman.</p> <p>Cotton, David, Falvey, David, Kent, Simon (2010): Market Leader: intermediate business English: Course book. Harlow (u.a.): Pearson Longman.</p> <p>Flinders, Steven, Sweeney, Simon (1996): Business English pair work 1. London: Penguin Books.</p> <p>Crowther-Alwyn, John (2013): Business roles: 12 simulations for business English. Cambridge: Cambridge University Press.</p> <p>Allison, John, Powell, Mark (2009): In company: case studies. 2. ed., Oxford: Macmillan.</p> <p>Emmerson, Paul (2010): Business grammar builder. 2. ed., Oxford: Macmillan.</p> <p><u>Periodicals:</u></p> <ul style="list-style-type: none"> • The Economist: London, New York • Newsweek: the international newsmagazine. New York • New York Times • Financial Times • BBC News |

German as a Foreign Language 1

Status: December 2021

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| Module-Nr./ Code | GER1 |
| Module title | German as a Foreign Language 1 |
| Semester or trimester | 1st Semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with GER2. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Astrid Jannke Winfried Kern Susanne Schmidt-Lossau Anna Travlou |
| Teaching language | German. (English if the students do not meet language requirements) |
| Number of ECTS credits | 4 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 120 hours (contact hours = 56, self-study = 64 hours) |
| Hours per week | 4 |

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| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |
| Grading & weighting of the grade within the total grade | 2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully completed this module are able to:</p> <p>either</p> <ul style="list-style-type: none"> • deal with simple everyday situations in the spoken language, • understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A1-A2, with no previous knowledge of the language), <p>or</p> <ul style="list-style-type: none"> • use their spoken language to take part in a suitable range of advanced business communication situations, • draw up accompanying written documents (target level B1-B2, with previous knowledge of the language with approx. three years of German at school). |
| Content of the module | <p>The contents in general:</p> <ul style="list-style-type: none"> • Communication skills in everyday situations • Pronunciation and intonation • General vocabulary • Basic grammar • Business vocabulary • Simple application of the language in professional situations |

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| | <ul style="list-style-type: none"> • Production of simple texts • Initial contact with the civilisation and culture of the German-speaking world <p>Target level A1-A2, specifically:</p> <ul style="list-style-type: none"> • The basics of the phonetic and written form of the foreign language • Basic grammatical structures • Basic lexis • Learning aids <p>Target level B1-B2, specifically:</p> <ul style="list-style-type: none"> • 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) | <p><u>Required reading (either – or, due to respective level):</u></p> <p>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2007): Delfin Lehrbuch + Arbeitsbuch, Teil 1, Lektion 1-7. Niveau A1. Ismaning: Hueber.</p> <p>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2008): Delfin Lehrbuch + Arbeitsbuch, Teil 2, Lektion 8-14. Niveau A2. Ismaning: Hueber.</p> <p>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2007): Delfin Lehrbuch +</p> |

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| | <p>Arbeitsbuch, Teil 3, Lektion 15-20. Niveau B1. Ismaning: Hueber.</p> <p>Koithan, Ute, Lösche, Ralf-Peter (2013): Aspekte: Mittelstufe Deutsch: 2, Lehrbuch + Arbeitsbuch. Niveau B2. München: Klett-Langenscheidt.</p> |
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Basic Principles in Strategic Management

Status: September 2021

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| Modul-Nr./ Code | STRA |
| Module title | Basic Principles in Strategic Management |
| Semester or trimester | 2nd Semester |
| Duration of module | One Semester |
| Course type (Mandatory, elective, etc.) | Compulsory |
| If relevant, course units within the module | |
| Frequency of module | Every Year |
| Entry requirements | There are no formal requirements for participation in this module, however, successful completion of IMAN is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | This module is part of the management cycle (plan) and has particular references to the upstream modules IMAN (plan), BENV (analyze), the downstream modules RESO (do), MACC (check), CHIN (act) as well as to the module RTMA, and to the major modules. |
| Person responsible for the module | Prof. Frank Widmayer |
| Name(s) of the instructor(s) | Prof. Dr. Bernadette Loacker Prof. Frank Widmayer |
| Teaching language | English |
| Number of ECTS credits | 5 |
| Total workload and its composition (e.g. self-study + contact time) | Total workload = 150 Hours (Contact Hours= 42 Hours, Self-Study = 108 Hours) |
| Hours per week (SWS) | 3 |

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| Assessment type / requirement for the award of credits | Presentation § 14 (9) CER |
| Weighting of the grade within the total grade | 2,5 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully completed this module are able:</p> <ul style="list-style-type: none"> - to critically reflect on the genealogy of the concept of strategy and its transfer from military to economic and social contexts - to deconstruct strategy as practice (and practices) and - against the background of agile and complex companies/environments - to analyze the process of strategy development and implementation, the constellation of actors and the associated needs for legitimation, power, insecurity management and reduction of complexity - to present the importance and course of strategic decision-making processes in global markets, - to present and apply selected methods of international corporate, environmental, market and competitive analysis, - compare different concepts of strategic management, formulate strategic alternatives and systematically select suitable strategic alternatives, - apply methods to implement and implement a strategy, and to understand and critically reflect on strategies as construction and interaction of the company/organization with its social environments. - To effectively present discussion and problem contexts using appropriate instruments |

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| | - to demonstrate empathy and apply argumentation skills within group work |
| Content of the Module | <ul style="list-style-type: none"> - Strategic thinking and strategic concepts <ul style="list-style-type: none"> o Historical Approach o Contingency and interactiontheoretical approaches o Market based view o Resource based view o Entrepreneurship & Intrapreneurship o Corporate Strategy o Competitive Strategy - The process of strategic management <ul style="list-style-type: none"> o Conceptual approaches o Target determination o Strategic planning o Strategy implementation o Strategic control -Strategic methods and frameworks and their critical reflection: <ul style="list-style-type: none"> o SWOT o Competitor analysis o Portfolio analysis o Five Forces o Weak Signals and Early Recognition o Anticipation o Positioning o 7-S Framework (McKinsey) - Strategic Management and Business Development - Business Model Generation - Strategic Management and Strategic Leadership: Current Trends - |
| Teaching and learning methods of the module | Interactive lecture, group work, source work, case studies, media |
| Specials (e.g. online part, practice visits, guest lectures, etc.) | The event will be held as a block event. A pre-reading of the given literature is obligatory - this is provided via the info pool. In a kickoff session about three weeks before the block event the specialties are presented. |
| Literature (Required reading/supplementary recommended reading) | <u>Required reading:</u> <u>Recommended Reading:</u> |

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| | <p>Felin, Teppo (2016): When Strategy Walks Out of the Door. MIT Sloan Management Review, 2016. Online: https://sloanreview.mit.edu/article/when-strategy-walks-out-the-door/</p> <p>Collins, James C.; Porras, Jerry I. (2011): Building your company's vision. In: HBR's 10 must reads on strategy : [featuring "What is strategy?" by Michael E. Porter]. Boston, Mass.: Harvard Business Review Press.</p> <p>Porter, Michael E. (2011): What is Strategy?. In: HBR's 10 must reads on strategy : [featuring "What is strategy?" by Michael E. Porter]. Boston, Mass.: Harvard Business Review Press.</p> <p>Mintzberg, H. (1987). The Strategy Concept I: Five Ps For Strategy. In: California Management Review, 30(1). University of California Press</p> <p>Kinni, Theodore (2014). The Thought Leader Interview: Rita Gunther McGrath. In: Strategy+Business Issue 4, Spring 2014. New York: PwC Strategy.</p> <p>Kohtamäki, M., Whittington, R., Vaara, E., & Rabetino, R. (2021). Making connections: Harnessing the diversity of strategy-as-practice research. <i>International Journal of Management Reviews</i>.</p> <p>McGrath, R.G. (2013), The End of Competitive Advantage: How to Keep Your Strategy Moving as Fast as Your Business, In: Harvard Business Review, June 2013. Boston: Harvard Business Review Press.</p> <p>Porter, Michael E. (2011): The Five Competitive Forces That Shape Strategy. In: HBR's 10 must reads on strategy : [featuring "What is strategy?" by Michael</p> |
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| | <p>E. Porter]. Boston, Mass.: Harvard Business Review Press.</p> <p>Collis, David J., Montgomery, Cynthia A. (2011): Competing On Resources. In: HBR's 10 must reads on strategy : [featuring "What is strategy?" by Michael E. Porter]. Boston, Mass.: Harvard Business Review Press.</p> <p>Other text handouts.</p> |
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Cultures and Markets

Status: September 2021

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| Module-Nr./ Code | CUMA |
| Module title | Cultures and Markets |
| Semester or trimester | 2 nd semester |
| Duration of module | One semester |
| Course type (Mandatory, elective, etc.) | Mandatory |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | This module, which is particularly profile-forming for the Karlshochschule, has references to all other modules of the study program, especially to SCIE and RTMA, to all modules of the Management Cycle: IMAN, BENV (analyze), STRA (plan), RESO (do), MACC (check) and CHIN (act). Picks up reflections from the first semester key modules and accompanies the second semester key modules. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Prof. Dr. Desmond Wee Boris Burow |
| Teaching language | English |
| Number of ECTS credits | 5 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 150 hours (contact hours = 42, self-study = 108 hours) |
| Hours per week | 3 |

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| Assessment type / requirement for the award of credits | Presentation § 14 (9) CER |
| Weighting of the grade within the total grade | 2,5 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully completed this module are able to,</p> <ul style="list-style-type: none"> - understand the interactions of culture, markets and consumption and to name and describe them in their significance for entrepreneurial action - also under ethical and normative aspects - from an interpretative scientific perspective - interpret consumerism as a cultural and social phenomenon and critically question the significance of consumption for the satisfaction of individual needs on the one hand and for the maintenance of the existing economic order and the growth paradigm on the other hand - analyze communication cultures, especially by using discourse-analytical methods, and reflect on the relevance of metaphors, images, stereotypes and other cultural topoi - analyze the embeddedness of markets in structures of place, time and stories and identify them as culturally shaped arenas with market potential - explain the concept of "social construction of reality" (also with regard to symbolic consumption) from the market perspective and apply it to action in everyday and conflict situations in the entrepreneurial context and in foreign markets - to describe marketing as an offer of meaning to society and to describe entrepreneurial activities related to it - present discussion and problem contexts effectively using appropriate instruments - demonstrate empathy within group work and apply argumentation skills |
| Content of the module | <ul style="list-style-type: none"> - Introduction. - Culture, multiculturality, transculturality, interculturality. |

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| | <ul style="list-style-type: none"> – Communication processes and reality construction. – Consumption. – Markets. – Ethnomarketing. – Postmigrant societies. – Glocal organizations. – Workshop for presentations. |
| Teaching and learning methods of the module | Interactive Seminars |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading:</u></p> <p>Burgos, David/Mobolade, Ola (2011): <i>Marketing to the new majority</i>. New York, Palgrave Macmillan. Chapters: 8, 9. (Moodle).</p> <p>Kipnis, E., Demangeot, C., Pullig, C., Cross, S. N., Cui, C. C., Galalae, C., ... & Williams, J. D. (2021). Institutionalizing Diversity-and-Inclusion-Engaged Marketing for Multicultural Marketplace Well-Being. <i>Journal of Public Policy & Marketing</i>, 40(2), 143-164.</p> <p>Kloosterman, Robert (2010): "Matching opportunities with resources: A framework for analyzing (migrant) entrepreneurship from a mixed embeddedness perspective". In: <i>Entrepreneurship & Regional Development</i>, 22 (1), 25-45. (Moodle).</p> <p>Özsomer, Ayşegül (2012): "The interplay between global and local brands: A closer look at perceived brand globalness and local iconness". In: <i>Journal of international marketing</i>, 20 (2), 72-95. (Moodle).</p> <p>Pires, Guilherme/Stanton, John (2015): "Revisiting ethnic marketing ethics". In: Jamal, Ahmad/Peñazola, Lisa/Laroche, Michel (eds.): <i>The Routledge companion to ethnic marketing</i>. London, Routledge, 327-342. (Moodle).</p> |

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| | <p>Steenkamp, Jan-Benedict/Jong, Martijn de (2010): "A global investigation into the constellation of consumer attitudes toward global and local products". In: <i>Journal of marketing</i>, 74, 18-40. (Moodle).</p> <p>Thomas, David (2008): <i>Cross-Cultural Management. Essential concepts</i>. Thousand Oaks, SAGE. Chapter: 9. (Moodle).</p> <p>Wherry, Frederick (2012): <i>The culture of markets</i>. Cambridge, Polity Press. Chap. 1.</p> <p><u>Recommended reading:</u></p> <p>Aspers, Patrik (2015): <i>Märkte</i>. Wiesbaden, Springer VS. Kap. 3.</p> <p>Bolten Jürgen (2015²): <i>Einführung in die interkulturelle Wirtschaftskommunikation</i>. Göttingen, Vandenhoeck & Ruprecht, 113-132. (Moodle).</p> <p>Burkart, Roland (2003): „Kommunikation als soziale Interaktion“. In: Bolten, Jürgen/Ehrhardt, Claus (eds.): <i>Interkulturelle Kommunikation. Texte und Übungen zum interkulturellen Handeln</i>. Sternfelds, Wissenschaft & Praxis, 17-38. (Moodle).</p> <p>Dürschmidt, Jörg (2011²): „Roland Robertson: Kultur im Spannungsfeld der Globalisierung“. In: Moebius, Stephan/Quadflieg, Dirk (Hg.): <i>Kultur. Theorien der Gegenwart</i>. Wiesbaden, Springer VS, 734-745.</p> <p>Foroutan, Naika (2016): „Postmigrantisches Gesellschaften“. In: Brinkmann, Heinz Ulrich/Sauer, Martina (Hg.): <i>Einwanderungsgesellschaft Deutschland</i>. Wiesbaden, Springer VS, 227-254. (Moodle).</p> <p>Gerpott, Torsten/Bicak, Ilknur (2011): „Ethno-Marketing: Synopse empirischer Studien sowie Schlussfolgerungen für die Marketing-Praxis und -Forschung“. In: <i>Der Markt. Journal für Marketing</i>, 50, 97-108. (Moodle).</p> <p>Welge, Martin/Holtbrügge, Dirk (2003): „Organisatorische Bedingungen des</p> |
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| | interkulturellen Managements“. In: Bergemann, Niels/Sourisseaux, Andreas (Hg.): <i>Interkulturelles Management</i> . Berlin, Springer, 3-19. (Moodle). |
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Exploring Consumer Culture

Status: September 2021

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| Module-Nr./ Code | EXCC |
| Module title | Exploring Consumer Culture |
| Semester or trimester | 2 nd Semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Compulsory Elective |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module, however successful completion of the module MVRM is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module builds on the introductory module MVRM and on the methodological module WISS. It also refers to IMAN, CUMA and BENV. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Prof. Dr. Kai Holschuh |
| 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 = 42, self-study = 78 hours) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Written Exam 90' §14 (2) CER |
| Weighting of the grade within the total grade | 2 % |

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| | Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – identify complex networks of actors in the field of consumption – differentiate types, organizational forms and interests of different national and international actors – interpret individual consumer behavior in cultural, subcultural and international contexts – explain the objectives of basic methods, instruments and fields of market and marketing research and consumer culture research – develop strategies to mediate between conflicting positions in the context of company and consumer perspectives and to integrate them – apply quantitative and especially qualitative research methods to analyze complex patterns of consumer behavior and consumer culture and to investigate the ethical implications |
| Content of the module | <ol style="list-style-type: none"> 1. Context Factors of Consumption 2. The Process of Decision-Making (due to information-processing theory) 3. Psychological Perspective on Mental Processes: Perception, Learning, Attitudes 4. The History of Consumption 5. The Cultural Power of Brands 6. Consumption, Possession and Identity 7. Consumption and Community 8. Introduction into Market Research 9. Market Research in Practice 10. Workshop Practical Market Research: Product Tests & Experiments 11. Workshop Practical Market Research: Surveys 12. Workshop Practical Market Research: Data Analysis and Presentation |
| Teaching and learning methods of the module | Interactive lectures, group work, research case |

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| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Market research case study |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required literature:</u></p> <p><u>Recommended literature:</u></p> <p>Arnould, E. J., & Thompson, C. J. (2005). Consumer culture theory (CCT): Twenty years of research. <i>Journal of consumer research</i>, 31(4), 868-882.</p> <p>Burns, A. C., & Veeck, A. (2017). 8. Ed., <i>Marketing research</i>. Pearson. (Auszüge)</p> <p>Holbrook, M. B. & Hirschman, E. C. (1982). The Experiential Aspects of Consumption: Consumer Fantasies, Feelings, and Fun, <i>Journal of Consumer Research</i> 9 (2), S. 132–140.</p> <p>Solomon, M. R., (2019): Consumer Behavior (13th edition)</p> <p>Solomon, M. R. (2021). <i>The New Chameleons: How to Connect with Consumers who Defy Categorization</i>. Kogan Page Publishers.</p> |

Exploring Media Reception

Status: September 2021

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| Module-Nr./ Code | EXMR |
| Module title | Exploring Media Reception |
| Semester or trimester | 2 nd Semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Compulsory Elective |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module, however successful completion of the MCAS module is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is part of the Media Communication specialization and thus builds on the content of the MCAS module. It picks up methodological knowledge from SCIE and also deepens selected aspects of IMAN, CUMA and BENV. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Andreas Schulz |
| 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 = 42, self-study = 78 hours) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Written Exam 90' §14 (2) CER |
| Weighting of the grade within the total grade | 2 % |

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| | Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – describe and apply basic theories of media psychology and sociology, media effects and media use research – distinguish concepts of active, passive and interactive consumption of media – describe (sub)cultural differences in communication and media reception – identify normative positions on the design of media and communication and discuss ethical challenges in this context – apply quantitative and especially qualitative research methods to analyze media reception |
| Content of the module | <ul style="list-style-type: none"> – Concepts of media use and recipient research, concepts of audience, research methods. – Uses-and-gratification approach – Cognitive processes in the context of reception research (flow, immersion) – Cognitive processes in the context of reception research (psychology of perception, mood management) – Social research and media use – Media and shaping of social role images (gender, race, class) – Media criticism and media images – Communicative and cultural memory – Media and manipulation (agenda setting, framing, spiral of silence) – Media ethics in the area of tension between media - state - society – Media ethics and legal foundations |
| Teaching and learning methods of the module | Interactive lectures, group work, research case |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading:</u></p> <p>Staiger, J. (2005). Media Reception Studies (English Edition). NYU Press</p> |

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| | <p><u>Recommended reading:</u></p> <p>Adorno, T., Horkheimer, M. (1944). Kulturindustrie. Suhrkamp. (moodle)</p> <p>Batinic, B., Appel, M. (2008). Medienpsychologie. Springer. (excerpts) (moodle)</p> <p>Bonfadelli, H., Friemel, T. N. (2017). Medienwirkungsforschung. UTB. (excerpts) (moodle)</p> <p>Bilandzic, H., Schramm, H., Matthes, J. (2015). Medienrezeptionsforschung. UTB. (excerpts) (moodle)</p> <p>Bourdieu, P. (1998). Über das Fernsehen. Suhrkamp. (excerpts) (moodle)</p> <p>Brosius, H., Esser, F. (1998). Mythen in der Wirkungsforschung: Auf der Suche nach dem Stimulus-Response-Modell. Publizistik. (moodle)</p> <p>Christians, C. G. (2019). <i>Media ethics and global justice in the digital age.</i> Cambridge University Press.</p> <p>McCombs, M., Shaw D. (1972). The Agenda- Setting Function of Mass Media. Public Opinion Quarterly. (moodle)</p> <p>Noelle-Neumann, E. (1980). Die Schweigespirale. Öffentliche Meinung - unsere soziale Haut. Piper. (library)</p> <p>Valkenburg, P. M., Peter, J., Walther, J. B. (2015). Media Effects: Theory and Research. Annual Reviews. (moodle)</p> <p>Ziemann, A. (2012). Soziologie der Medien. Transcript. (excerpts) (moodle)</p> |
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Exploring Audiences

Status: September 2021

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| Modul-No./ Code | 14.2.3 EXAU |
| Module title | Exploring Audiences |
| Semester or trimester | 2 nd semester |
| Duration of module | 1 semester |
| Course type (Mandatory, elective, etc.) | Elective |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module, however successful completion of CTHF is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | EXAU is part of the Arts & Entertainment Management specialization and a continuation of the CTHF module. The module builds up on methodological knowledge from WISS, complementing aspects of IMAN, CUMA and BENV. |
| Module responsibility | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of educator(s) | Dr. Susanne Asche Marcel Krenz Banu Beyer |
| Teaching language | German or English |
| Number of ECTS credits | 4 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 120 hrs (contact time = 42 hrs, self-study = 78 hrs) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Written Exam 90' §14 (2) SPO |

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| Weighting of the grade within the total grade | 2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Learning objectives of this module are to enable students to:</p> <ul style="list-style-type: none"> – Differentiate and apply various forms of public communications, including marketing, PR, advertising, social media, and stakeholder in media, culture, arts and entertainment – Employ general and innovative qualitative and quantitative techniques of knowledge generation in different audiences – Develop adequate strategies for artistic products and cultural production on that knowledge base – Assess strategies to create public awareness, for audience development and cultural mediation |
| Content of the module | <ul style="list-style-type: none"> • Introducing core concepts of arts & cultural mediation and basics of media effects theories, cultural sociology and cultural audience research • Fundamentals of marketing-communications, defining and segmenting target groups • Establishing market research goals and techniques across media and cultural industries • Analyzing social actors and stakeholder relationships in arts & entertainment organizations • Challenging traditional concepts of arts mediation and cultural education in cultural institutions like theaters or museums • Questioning social roles and functions of arts & entertainment in the light of societal change • Developing innovative concepts for mediating artistic and cultural contents to diverse audiences • Exploring museum experiences |

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| | <ul style="list-style-type: none"> • Reflecting on instruments of interdisciplinary & intercultural, experiential & educational marketing, audience development and retention • Discussing funding structures and the relationships between arts & entertainment organizations and their publics <p>Partial unit structure:</p> <ol style="list-style-type: none"> 1. Introduction to Cultural Communications 2. Marketing Culture, Cultural Marketing 3. Marketing Strategy in Arts & Entertainment Industries 4. From Visitor Management to Audience Development 5. Experiential Marketing: Meaning-making Museum Experiences 6. Cultural Change: Digitalization, Globalization & Demographic Change |
| Teaching and learning methods of the module | Interactive lectures, group work, reading & researching, case-studies, discussions, including qualitative reflection, methods and methodologies |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | <p>Optional:</p> <ul style="list-style-type: none"> • Practice-based Creative Workshops in arts mediation and cultural communications • Audience-research projects in cooperation with cultural institutions |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading:</u></p> <ul style="list-style-type: none"> • Hadley, S. (2021). Audience development and cultural policy: Springer Nature. • Kolb, B. M. (2013): Marketing for cultural organizations. New strategies for attracting and engaging Audiences. London (u.a.): Routledge. <p><u>Recommended reading:</u></p> <ul style="list-style-type: none"> • Kawashima, N. (2006). Audience development and social inclusion in Britain: Tensions, contradictions and |

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| | <p>paradoxes in policy and their implications for cultural management. <i>International journal of cultural policy</i>, 12(1), 55-72.</p> <ul style="list-style-type: none"> • Kotler, N. (2001). New ways of experiencing culture: the role of museums and marketing implications. <i>Museum Management and Curatorship</i>, 19(4), 417-425. • Mandel, B. R. (2019). Can Audience Development Promote Social Diversity in German Public Arts Institutions? <i>The journal of arts management, law, and society</i>, 49(2), 121-135. |
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Exploring Events, Performances and Experiences

Status: September 2021

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| Modul-Nr./ Code | EXEV |
| Module title | Exploring Events: Performances and Experiences |
| Semester or trimester | 2 nd semester |
| Duration of module | 1 semester |
| Course type (Mandatory, elective, etc.) | Elective |
| Frequency of module | Annual |
| Entry requirements | There are no formal requirements for participation in this module, however successful completion of EXEM is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | EXEV is part of the Events specialization and a continuation of the EMEM module. The module builds up on methodological knowledge from SCIE, complementing aspects of IMAN, CUMA and BENV. |
| Module responsibility | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of educator(s) | Marcel Krenz M.A. |
| Teaching language | German or English |
| Number of ECTS credits | 4 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 120 hrs (contact time = 42 hrs (as two 8-hour workshops and two projects with combined 26 hrs), self-study = 78 hrs) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Written Exam (90') §14 (2) SPO |

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| Weighting of the grade within the total grade | 2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Learning goals of this module are to enable students to:</p> <ul style="list-style-type: none"> – Evaluate the role and relevance of immaterial services, emotional experiences and symbolic values in the context of events – Take the perspective of event participants as prosumers, clients and viewers – Differentiate relevant actors of event markets and specific sub-markets and their wants, needs, desires and expectations, patterns of interaction, relationships and networks – Analyze interactions between actors in events and supply and demand structures to evaluate and employ configurations of relationships in the competitive field – Identify complex services-networks of actors in event industries – Describe principles of services-marketing, differentiate different service-providers and their contexts and explain various goals and basic methods, instruments and fields – Employ quantitative and qualitative methods of research, to analyze complex patterns of individual and collective participation in events and explore stakeholders and ethical implications involved – Discuss social and cultural effects of events |
| Content of the module | <ul style="list-style-type: none"> – Distinguishing event, performance and experiences involved in immaterial services – Exploring symbolic meaning-making in events, emotional and cognitive aspects of performances and customer experiences – Understanding actors' and stakeholders' interactions in event markets, historic development and current markets – Highlighting socio-political and economic importance of various different practical examples for events and their societal impacts |

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| | <p>– Designing international and intercultural events merging symbolic, emotional, experiential, educational, performative, cognitive aspects</p> <p>Unit structure</p> <ol style="list-style-type: none"> 1. Introduction: Live-Events and Experiential Marketing 2. Personal Events: Weddings, Birthdays & Anniversary Celebrations 3. Communicative & Informative Events: Inventing PR & media events 4. Relationship Management: Executing corporate meetings & incentive events 5. Sales Events: Foundations of trade-fair management 6. Branding: Designing commercial & customer-centric public events 7. Place-Making: Tourism & Destination Marketing 8. Managing Mega-Events: World's Fairs and the case of EXPO2000 9. Learning and Education: Conferences and Conventions 10. On- and Offline: Conceptualizing interactive Hybrid Events 11. Arts & Entertainment: Cultural Events Management 12. Perspectives: Theme Parks, Brandlands and Flagship stores |
| Teaching and learning methods of the module | Interactive lectures, group work, reading & researching, case-studies, discussions, including qualitative reflection, methods and methodologies |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Optional: Excursion, guest speaker (online/offline), documentary film |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading:</u></p> <p>Jackson, N. (2013). <i>Promoting and marketing events: Theory and practice</i>: Routledge.</p> <p>Hoyle, L. H. (2016). <i>Event marketing</i>: John Wiley & Sons, Inc.</p> |

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| | <p><u>Recommended reading:</u></p> <p>Mikunda, C. (2004). <i>Brand lands, hot spots & cool spaces: Welcome to the third place and the total marketing experience</i>: Kogan Page Publishers.</p> <p>Dams, C. M., & Luppold, S. (2016). Zukunftsaussichten für Hybrid Events. In <i>Hybride Events</i> (pp. 15-26): Springer.</p> <p>Greenhalgh, P. (2011). <i>Fair World: A History of World's Fairs and Expositions, 1851-2010</i>: Papadakis.</p> <p>Hiller, H. H. (1998). Assessing the impact of mega-events: A linkage model. <i>Current issues in tourism</i>, 1(1), 47-57.</p> <p>Jones, C. A. (2017). <i>The Global Work of Art: World's Fairs, Biennials, and the Aesthetics of Experience</i>: University of Chicago Press.</p> <p>Petkus Jr, E. (2004). Enhancing the application of experiential marketing in the arts. <i>International Journal of Nonprofit and Voluntary Sector Marketing</i>, 9(1), 49-56.</p> <p>Witt, S. F. (1988). Mega-events and mega-attractions. <i>Tourism management</i>, 9(1), 76-77.</p> <p>Simons, I. (2019). Events and online interaction: The construction of hybrid event communities. <i>Leisure Studies</i>, 38(2), 145-159.</p> |
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English as a Foreign Language 2

Status: December 2021

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| Module-Nr./ Code | EFL2 |
| Module title | English as a foreign language 2 |
| Semester or trimester | 2nd Semester |
| Duration of module | Single Semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with EFL1. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Cindy Heckfuss Alaa Khalil Dr. Mila Koretnikov Larissa Vilhena |
| Teaching language | English |
| Number of ECTS credits | 4 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 120 hours (contact hours = 56, self-study = 64 hours) |
| Hours per week | 4 |

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| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |
| Grading & weighting of the grade within the total grade | 2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> • communicate with ease in a broad variety of business situations in the English language, • know the advanced terminology used in business as well as the language for specific purposes and apply it confidently in practical business situations, • write complex and coherent texts, • express themselves spontaneously and fluently in different situations, • differentiate shades of meaning in complex contexts. <p>English Level C1.2 (according to the Common European Framework of Reference for Languages)</p> |
| Content of the module | <ul style="list-style-type: none"> • 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 |

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| Teaching and learning methods of the module | Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester. |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading (due to respective level, will be announced before semester):</u></p> <p>Trappe, Tonya, Tullis, Graham (2012): Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman.</p> <p>Trappe, Tonya, Tullis, Graham (2012): Intelligent business: Coursebook: upper intermediate business English. Harlow (u.a.): Pearson Longman.</p> <p>Trappe, Tonya, Tullis, Graham (2011): Intelligent Business: Advanced Coursebook/ CD Pack. Harlow (u.a.): Pearson Longman.</p> <p>Cotton, David, Falvey, David, Kent, Simon (2010): Market Leader: intermediate business English: Course book. Harlow (u.a.): Pearson Longman.</p> <p>Flinders, Steven, Sweeney, Simon (1996): Business English pair work 1. London: Penguin Books.</p> <p>Crowther-Alwyn, John (2013): Business roles: 12 simulations for business English. Cambridge: Cambridge University Press.</p> <p>Allison, John, Powell, Mark (2009): In company: case studies. 2. ed., Oxford: Macmillan.</p> <p>Emmerson, Paul (2010): Business grammar builder. 2. ed., Oxford: Macmillan.</p> |

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| | <u>Periodicals:</u> <ul style="list-style-type: none"> • The Economist: London, New York • Newsweek: the international newsmagazine. New York • New York Times • Financial Times • BBC News |
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German as a Foreign Language 2

Status: December 2021

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| Module-Nr./ Code | GER2 |
| Module title | German as a Foreign Language 2 |
| Semester or trimester | 2nd semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with GER1. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Astrid Jannke Winfried Kern Susanne Schmidt-Lossau Anna Travlou |
| Teaching language | German (English if the students do not meet language requirements) |
| Number of ECTS credits | 4 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 120 hours (contact hours = 56, self-study = 64 hours) |

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| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER) see appendix. |
| Grading & weighting of the grade within the total grade | 2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> • deal with simple everyday situations in the spoken language, • understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A2, with little knowledge of the language), <p>or</p> <ul style="list-style-type: none"> • use their spoken language to take part in a suitable range of business communication situations, • draw up accompanying written documents (target level B1-B2, with previous knowledge of the language with approx. three years of German at school). <p>or</p> <ul style="list-style-type: none"> • follow complex business communication situations and take part in them using the spoken language, • write longer texts with analytical contents in German. |
| Content of the module | The contents in general: |

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| | <ul style="list-style-type: none"> • 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. <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> • The basics of the phonetic and written form of the foreign language • Basic grammatical structures • Basic lexis • Learning aids <p>Target level B1-B2, specifically:</p> <ul style="list-style-type: none"> • 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 <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> • 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. |

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| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester. |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading (either – or, due to respective level):</u></p> <p>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2008): Delfin Lehrbuch + Arbeitsbuch, Teil 2, Lektion 8-14. Niveau A2. Ismaning: Hueber.</p> <p>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2007): Delfin Lehrbuch + Arbeitsbuch, Teil 3, Lektion 15-20. Niveau B1. Ismaning: Hueber.</p> <p>Koithan, Ute, Lösche, Ralf-Peter (2010): Aspekte: Mittelstufe Deutsch: 2, Lehrbuch + Arbeitsbuch. Niveau B2. München: Klett-Langenscheidt.</p> <p>Koithan, Ute, Lösche, Ralf-Peter (2010): Aspekte: Mittelstufe Deutsch: 3, Lehrbuch + Arbeitsbuch. Niveau C1. München: Klett-Langenscheidt.</p> |

Resources: Financial Resources, Human Resources, Organization**Status: September 2021**

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| Module-Nr./ Code | RESO |
| Module title | Resources: Financial Resources, Human Resources, Organization |
| Semester or trimester | 3 rd 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 | There are no formal requirements for participation in this module, however, successful completion of the module IMAN is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | <p>This module is part of the management cycle (do) und has interconnections to the earlier modules IMQM, BENV (analyze), STRA (plan), the later modules MACC (check) and CHIN (act) as well as to the especially distinguishing module EIM and to the IB specific modules IKMK, INMN, MOPS, SUDE, IFAS and IMOF.</p> <p>This module is part of the Bachelor programs International Business and Management at Karlshochschule International University.</p> |
| Person responsible for the module | Prof. Frank Widmayer |
| Name(s) of the instructor(s) | Prof. Frank Widmayer Yikai Cao Iris Wuttke-Hilke |
| Teaching language | English |
| Number of ECTS credits | 6 |

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| 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 |
| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – execute strategy based through a management process where they <ul style="list-style-type: none"> –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 |

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| | <p>HRM and apply selected methods and tools of personnel management,</p> <ul style="list-style-type: none"> – 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 | <ul style="list-style-type: none"> – 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 |

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| Teaching and learning methods of the module | Augmented-learning game with interactive lectures, group work and group discussions |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading:</u></p> <p>Torrington, D., Hall, L., Taylor, S. (2009): Fundamentals of Human Resource Management: Managing People at Work. Harlow (u.a.): Financial Times Prentice Hall.</p> <p>Atrill, P., McLaney, E. (2017), Accounting and finance for non-specialists. 10.ed. Harlow: Pearson Education.</p> <p>Child, J. (2015): Organization: Contemporary Principles and Practice. 2. ed., Chichester: John Wiley & Sons.</p> <p>Frankfurt, H. (2005). On bullshit. Princeton N.J.: Princeton University Press.</p> <p><u>Supplementary recommended reading:</u></p> <p>Amstrong, M.; Taylor, S. (2017). Armstrong's Handbook of Human Resource Management Practice: Essentials of Category Management, SRM, Negotiation, Contract Management and Supply Chain Management. 14. ed. London: Kogan Page.</p> <p>Brealey, R., Myers, S., Allen, F. (2016): Principles of Corporate Finance. 12. ed., New York: McGraw-Hill Education.</p> <p>Levitt, S., Dubner, S. (2009): Freakonomics: a Rogue Economist Explores the Hidden Side of Everything: New York (u.a.): Harper.</p> <p>Jones, G. (2013): Organizational Theory, Design, and Change: Text and Cases. Global ed., 7. ed., Boston (u.a.): Pearson Education.</p> |

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

Status: September 2021

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| Module-Nr. / Code | I PRO |
| Module title | Introductory Company Project |
| Semester or trimester | 3 rd semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module, however, successful completion of the modules "Introduction to scientific research methods" and "Basic Principles in Strategic Management" is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | This module is part of all 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. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Prof. Dr. Dr. Björn Bohnenkamp Coaches |
| 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) |

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| Hours per week | 6 |
| Assessment type / requirement for the award of credits | Project work § 14 (11) CER |
| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>In teams of 5-6 participants, the students find a project (from a pool of external projects), plan it autonomously and implement it, starting with the generation of an idea and concluding with a presentation of the results. In this process, they learn creative techniques and project management methods and develop communication and team-working skills.</p> <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – 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: <ul style="list-style-type: none"> ○ formulate a project brief ○ describe and assume the roles in a project team ○ draw up a project structure plan and a milestones plan ○ draw up a Gantt chart or a similar tool ○ plan and allocate resources using objective, time-related and budgetary criteria ○ draw up and present a project report and other reports (progress report, change request, meeting minutes etc.) ○ implement specific controlling instruments <p>The students are also able to work in teams and recognise the opportunities and problems that arise from teamwork. They</p> |

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| | 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 | <ul style="list-style-type: none"> – 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 | <p>Introductory workshops on methods and techniques</p> <p>Autonomous teamwork (self-managed teams)</p> <p>Coached teamwork</p> |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | An external project provided by a partner company or organization defined and managed by the students should be completed or carried out up to a specific milestone. |

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| <p>Literature (Required reading/supplementary recommended reading)</p> | <p><u>Required reading:</u> Verzuh, Eric (2015): The fast forward MBA in Project Management. 5. ed., Hoboken N.J.: John Wiley & Sons.</p> <p><u>Recommended reading:</u></p> <p>Becker, L.; Ehrhardt, J., Gora, W. (Hrsg.) (2009). Projektführung und Projektmanagement. Düsseldorf: Symposion.</p> <p>Boos, E. (2011). Das große Buch der Kreativitätstechniken. München: Compact.</p> <p>International Institute of Business Analysis (2015). BABOK v3 – A Guide to The Business Analysis Body of Knowledge. Toronto: International Institute of Business Analysis.</p> <p>Knapp, J. (2016). SPRINT. How to solve big problems and test new ideas in just five days. New York: Simon & Schuster.</p> <p>Kumar, V. (2013). 101 Design Methods. A structured approach for driving innovation in your organization. Hoboken N.J.: John Wiley & Sons.</p> <p>Morris, P. (2013). Reconstructing Project Management. Chichester: John Wiley & Sons.</p> <p>Osterwalder, A.; Pigneur, Y.; Bernarda, G.; Smith, A. (2014). Value Proposition Design. Hoboken N.J.: John Wiley & Sons.</p> <p>Michalko, M. (2006). Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.</p> <p>Project Management Institute (2017). A guide to the Project Management Body of Knowledge (PMBOK guide). Pennsylvania: Project Management Institute.</p> |
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| | <p>Schelle, H. (2014). Projekte zum Erfolg führen: Projektmanagement systematisch und kompakt. 7. Aufl., München: dtv.</p> <p>Sutherland, J. (2014). SCRUM. A revolutionary approach to building teams, beating deadlines and boosting productivity. London: Random House.</p> |
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Marketing Strategy, Implementation and Controlling

Status: September 2021

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| Module-Nr./ Code | MSIC |
| Module title | Marketing Strategy, Implementation and Controlling |
| Semester or trimester | 3 rd semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Compulsory Elective |
| If relevant, course units within the module | |
| Frequency of module | Each year |
| Entry requirements | There are no formal requirements for participation in this module, however, successful completion of the modules STRA, MVRM and EXCC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | <p>The module is part of the major/minor marketing strategy and builds on the modules MVRM and EXCC.</p> <p>Moreover it applies the general knowledge of the STRA module to the subject of marketing strategy.</p> <p>Deepens also knowledge and methodological skills from SCIE.</p> <p>The contents and goals of the module can especially be applied in the company projects (3rd and 4th semester).</p> |

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| | It is also related to the parallel RESO module. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Dr. Markus Gahler Janina Kleine |
| 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 | International Business: Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER Management: Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER OR Presentation § 14 (9) CER [Students have to write a seminar paper in one of two specializations and have to hold a presentation in the other specialization.] |
| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully participated in this module will be able to: <ul style="list-style-type: none">– develop marketing strategies as a consistent and integrated system of interrelated instruments– reflect marketing operations (strategy, implementation, and control) from a holistic perspective |

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| | <ul style="list-style-type: none"> – explain the process of strategic marketing in an international business environment and link it to applicable marketing instruments – pinpoint the link between marketing strategy and strategy execution, especially marketing instruments and operations – evaluate the information requirements as relevant to strategic analysis and – trace, analyze, forecast, and interpret behavior of customers and other entities relevant to marketing – identify tools and methods to plan, implement and control marketing relations actively – display the requirements of a successful implementation of marketing programs as well as marketing-specific project management methods and tools, especially in the fields of steering, management, implementation and controls – measure and compare outcomes of marketing programs – apply selected strategic methods and procedures explicitly in the context of the international strategic marketing process, – exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/ cases. – apply interdisciplinary research methods to substantiate strategic decision-making processes |
| Content of the module | <ul style="list-style-type: none"> – Setting the learning outcomes of the module STRA into the marketing context (widening/deepening the previous topics), – Exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/ cases – Information requirements as relevant to strategic analysis as well as analysis and selection of alternative marketing strategies to achieve an organisation's objectives (competitive advantages, competitive strategies) |

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| | <ul style="list-style-type: none"> – Design of marketing operations of product and service companies from a strategic perspective (top-down and bottom-up) – Segmentation and selection of target markets; positioning and sustaining – Managing product and service life-cycles (launching, maintaining and re-launching products and services, end-of-life procedures) and customer life-cycles and the customer value including (lead generation, customer retention, upselling and recovering) – Linking marketing strategy and (instrumental/operational) execution – Marketing-specific project management methods and tools, planning, steering, management, implementation and controls – Selected methods and tools for strategic and operational marketing controls |
| Teaching and learning methods of the module | Interactive lectures, group work, extended case studies related to firms and others organisations (also linked to the parallel Introductory Company Project module), guest lectures |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | |
| Literature (Required reading/supplementary recommended reading) | <p>Required literature:</p> <p>Arnould, E. J., & Wallendorf, M. (1994). Market-Oriented Ethnography: Interpretation Building and Marketing Strategy Formulation. <i>Journal Of Marketing Research (JMR)</i>, 31(4), 484-504.</p> <p>Bendle, N. T., Farris, P. W., Pfeifer, P. E., & Reibstein, D. J. (2016). <i>Marketing metrics: The manager's guide to measuring marketing performance</i>. Pearson Education, Incorporated. (excerpts)</p> |

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| | <p>Kumar, V., Reinartz, W. (2018). <i>Customer Relationship Management. Concept, Strategy, and Tools</i>. Springer: Berlin Heidelberg. (excerpts)</p> <p>Porter, M. (1980). <i>Competitive Strategy. Techniques for Analyzing Industries and Competitors</i>, Free Press: New York. (excerpts)</p> <p>Wilson, R. M. S., Gilligan, C. (2018). <i>Strategic marketing management: Planning, implementation and control</i>. 3. Ed., Amsterdam, Heidelberg: Elsevier. (excerpts)</p> <p>Recommended literature:</p> |
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Strategic and Integrated Communication

Status: September 2021

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| Module-Nr./ Code | SICO |
| Module title | Strategic and Integrated Communication |
| Semester or trimester | 3 rd semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Compulsory Elective |
| If relevant, course units within the module | |
| Frequency of module | Each year |
| Entry requirements | There are no formal requirements for participation in this module, however, successful completion of the modules STRA, MCAS and EXMR is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | The module is part of the major/minor media communication and builds on the modules MCAS and EXMR. Moreover, it applies the general knowledge of the STRA module to the subject of media communication. Deepens also knowledge and methodological skills from WISS. The contents and goals of the module can especially be applied in the company projects (3 rd and 4 th semester). It is also related to the parallel RESO module. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Thomas Israel |
| Teaching language | English |
| Number of ECTS credits | 6 |

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| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 42, self-study = 138 hours) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER OR Presentation § 14 (9) CER [Students have to write a seminar paper in one of two specializations and have to hold a presentation in the other specialization.] |
| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – develop communication strategies as an consistent and integrated system of interrelated instruments (including media communication, social media communication, live communication) – reflect strategic communication (strategy, implementation and control) from a holistic and integrated perspective – measure and compare outcomes of integrated media campaigns – apply selected strategic methods and procedures explicitly in the context of the strategic communication process, – exemplarily evaluate and adequately adapt different communication strategies in the context of different specific situations/ cases. – apply interdisciplinary research methods to substantiate strategic decision-making processes |
| Content of the module | <ul style="list-style-type: none"> – Brand Management – IMC Planning Process – Advertising Campaign Management – Advertising Design – Traditional Media Channels – Digital Marketing incl. Social Media and SEO/SEM |

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| | <ul style="list-style-type: none"> – Alternative Marketing – Events Marketing – Public Relations and Sponsorship Programs – Ethical Concerns – Evaluating an Integrated Marketing Program – Value chains and actor networks of different media industries. – Organization and management of specific project portfolios (stories, scripts, technical basics) – Realization of project portfolios in the field of media and communication by using practical production techniques with a focus on audiovisual media (scripting, shooting, editing) – Management of effective documentation – Techniques of collaborative teamwork, organizational techniques, project management |
| Teaching and learning methods of the module | Interactive lectures, group work, extended case studies related to firms and others organisations (also linked to the parallel Introductory Company Project module), guest lectures |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Management simulation Emerald Forest (media team) |
| Literature (Required reading/supplementary recommended reading) | <p>Required literature:</p> <p>Dahlén, M., Lange, F., Smith, T. (2010). Marketing communications. A brand narrative approach. Chichester: Wiley. (excerpts)</p> <p>Falkheimer, J. (2018). Strategic Communication. Routledge: New York. (excerpts)</p> <p>Goodrich, W. B., Sissors, J. Z. (eds.) (1996): Media Planning Workbook. 5. ed., Lincolnwood: NTC Business Books. (excerpts)</p> <p>Mayer, V., Banks, M., & Caldwell, J. C. (2009, eds.): Production Studies: Cultural Studies of Media Industries, New York (u.a.): Routledge. (excerpts)</p> |

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| | <p>Weinberg, T. (2009). <u>The New Community Rules: marketing on the social web</u>. Beijing: O'Reilly. (excerpts)</p> <p>Recommended literature:</p> |
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Managing Culture Strategically: Institutional Arrangements and Business Models

Status: September 2021

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| Module-Nr./ Code | IABM |
| Module title | Managing Culture Strategically: Institutional Arrangements and Business Models |
| Semester or trimester | 3 rd semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Compulsory Elective |
| If relevant, course units within the module | |
| Frequency of module | Each year |
| Entry requirements | There are no formal requirements for participation in this module, however the successful completion of the modules STRA, CTHF and EXAU is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | The module is part of the major/minor arts & entertainment and builds on the modules CTHF and EXAU. Moreover, it applies the general knowledge of the STRA module to the subjects of arts and entertainment. Also deepens knowledge and methodological skills from WISS. The contents and goals of the module can especially be applied in the company projects (3 rd and 4 th semester). It is also related to the parallel RESO module. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Dr. Anca Unertl |
| Teaching language | English |

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| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 42, self-study = 138 hours) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER OR Presentation § 14 (9) CER [Students have to write a seminar paper in one of two specializations and have to hold a presentation in the other specialization.] |
| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – analyse and differentiate between the specific strategic management requirements in different cultural institutions and social contexts and their ethical implications – evaluate the information requirements as relevant to strategic analysis – develop strategies for cultural institutions and companies as a consistent system of interrelated instruments – reflect business models in the cultural industries (revenues, channels and positioning) from a holistic perspective – define and discuss different content strategies for different media forms – position cultural offerings in competitive markets and modify positioning according to changing market requirements – evaluate the different forms of financing for arts and culture (public/state; private financing, sponsoring, fundraising, foundations) and differentiate various concepts of media financing and explain the relationship between media finance and advertising |

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| | <ul style="list-style-type: none"> – identify tools and methods to plan, implement and control strategic activities actively – apply interdisciplinary research methods to substantiate strategic decision-making processes |
| Content of the module | <ul style="list-style-type: none"> – Strategic management in the arts and cultural sector – Strategic planning // channel management – Arts marketing // Content strategies for different media forms – Strategies and concepts for application in the arts and cultural field – Cultural Offerings in competitive markets – Business models // Revenues – Forms of financing for arts and culture: public/state // sponsoring// private financing// fundraising// foundations // Crowd Funding – Strategic management in the media and film industry // Cinema – Best practice examples |
| Teaching and learning methods of the module | Interactive lectures, group work, extended case studies related to firms and others organisations (also linked to the parallel Introductory Company Project module), guest lectures |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | |
| Literature (Required reading/supplementary recommended reading) | <p>Required literature:</p> <p>Elberse, A. (2010). Bye bye bundles: The unbundling of music in digital channels. <i>Journal of Marketing</i>, 74(3), 107-123.</p> <p>Gerlach-March, R. (2010): Kulturfinanzierung. Wiesbaden: VS Verlag für Sozialwissenschaften. (excerpts)</p> <p>Goettler, R. L. & Leslie, P. (2005). Cofinancing to manage risk in the motion picture industry. <i>Journal of Economics and Management Strategy</i>, 14(2), 231-261.</p> |

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| | <p>Hennig-Thurau, T., Houston, M. (2018): Entertainment Science: Data Analytics and Practical Theory for Movies, Games, Books and Music. Springer. (excerpts)</p> <p>Hennig-Thurau, T., Henning, V., Sattler, H., Eggers, F., & Houston, M. B. (2007). The last picture show? Timing and order of movie distribution channels. <i>Journal of Marketing</i>, 71(4), 63-83.</p> <p>Hennig-Thurau, T., Walsh, G., & Wruck, O. (2001). An investigation into the factors determining the success of service innovations - The case of motion pictures. <i>Academy of Marketing Science Review</i>, 1(6).</p> <p>Karniouchina, E. V. (2011). Impact of star and movie buzz on motion picture distribution and box office revenue. <i>International Journal of Research in Marketing</i>, 28(1), 62-74.</p> <p>Rysman, M. (2009). The economics of two-sided markets. <i>Journal of Economic Perspectives</i>, 23(3), 125-143.</p> <p>Schmidt-Stölting, C., Blömeke, E., & Clement, M. (2011). Success drivers of fiction books: An empirical analysis of hardcover and paperback editions in Germany. <i>Journal of Media Economics</i>, 24(1), 24-47.</p> <p>Vogel, H. (2014). <i>Entertainment industry economics</i>. 9. Ed., Cambridge University Press: Cambridge. (excerpts) Recommended literature:</p> |
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Sustainable Events Development and Design

Status: September 2021

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| Module-Nr./ Code | SEDD |
| Module title | Sustainable Events Development and Design |
| Semester or trimester | 3 rd 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 | There are no formal requirements for participation in this module, however, successful completion of the modules STRA, EMEM and EXEV is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | The module is part of the major/minor events and builds on the modules EMEM and EXEV. Moreover, it applies the general knowledge of the STRA module to the subject of marketing strategy. Also deepens knowledge and methodological skills from WISS. The contents and goals of the module can especially be applied in the company projects (3 rd and 4 th semester). It is also related to the parallel RESO module. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Names of the instructors | Tobias Lienhard (Fairs and Exhibitions) Annett Baumast (Sustainable Events) |

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| | Thanasis Spyriadis (Events and Tourism) Maren Ingrid Kropfeld (Events and Civic Engagement) Dominik Kotek (Sports Events) |
| Teaching language | English |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 (contact hours = 42, self-study = 138 hours) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER OR Presentation § 14 (9) CER [Students have to write a seminar paper in one of two specializations and have to hold a presentation in the other specialization.] |
| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – organise and evaluate processes of planning and staging events as part of a consistent and integrated strategy – reflect business models of events from a holistic perspective – evaluate the information requirements as relevant to strategic analysis define events as products and differentiate between different types of events in the international events industry (e. g. trade shows and expositions, meetings and conventions, cultural and sports events, etc.) – develop sustainable events concepts by applying product management strategies and taking into account various cultural, social and political contexts |

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| | <ul style="list-style-type: none"> – Promote and position events on competitive markets – Modify events and their service components according to changing market requirements and adapt them to international target markets – Integrate services into the design of an event as product (single event) or series of products (series of events) – systematically analyse events as products by applying tools such as gap-analysis, product life-cycle, portfolio-analysis, ABC-analysis, break-even-analysis and SWOT-analysis – evaluate the secondary economic impact of events – Apply teamwork and collaboration skills |
| Content | <ul style="list-style-type: none"> – Event concepts in different cultural, social and political contexts – Events as products: product development strategies, events' concept development and design – Players involved in production of events and their interaction and collaboration forms (preferred partnership, contract negotiation etc.) – Value chain of different types of events – Primary and secondary economic impact estimation of events – International hallmark events as products – case studies and evaluations – Non-profit events and their characteristics – Volunteering in event management – Practical case studies from non-profit organisations and events – Introduction into Sports Events – Strategic Sports Events – Types of events and their respective typical features |
| Teaching and learning methods of the module | <p>Interactive reading Application Exercises Groupwork Case Studies</p> |

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

Arabic 1

Status: December 2021

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| Module-Nr./ Code | ARA1 |
| Module title | Arabic 1 |
| Semester or trimester | 3rd semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with ARA2 and ARA3. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Alaa Khalil |
| Teaching language | Arabic (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |

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| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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. |

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| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester. |
| Literature (Required reading/supplementary recommended reading) | <u>Required reading:</u> Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard (2011): Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda. |

Chinese 1

Status: December 2021

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| Module-Nr./ Code | CHI1 |
| Module title | Chinese 1 |
| Semester or trimester | 3rd semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with CHI2 and CHI3. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Xiaojun Gundermann-Han |
| Teaching language | Chinese (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |
| Grading & weighting of the grade within the total grade | 3 % |

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| | Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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) | <p><u>Required literature (respective textbook will be announced before semester starts)</u></p> <p>Chen, Fu, Zhu, Zhiping, Cordes, Ruth (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination)</p> |

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| | <p>Zhang, Hong, Zhu, Xiaoxing (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination)</p> <p>Gu, Wen, Meinshausen, Frank (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.</p> |
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French 1

Status: December 2021

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| Module-Nr./ Code | FRA1 |
| Module title | French 1 |
| Semester or trimester | 3rd semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with FRA2 and FRA3. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Ariane Fleuranceau Marine Roland-Hohenstein |
| Teaching language | French (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |

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| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully completed this module are able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> • 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. <p>Intermediate:</p> <ul style="list-style-type: none"> • 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. <p>Advanced:</p> <ul style="list-style-type: none"> • 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 | <p>The contents in general:</p> <ul style="list-style-type: none"> • 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 |

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| | <ul style="list-style-type: none"> • Initial contact with the civilisation and culture of the French-speaking world <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> • The basics of the phonetic and written form of the foreign language • Basic grammatical structures • Basic lexis • Learning aids <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> • 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 <p>Target level B1 and B2, specifically:</p> <ul style="list-style-type: none"> • 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) | <p><u>Required reading (due to respective level):</u></p> <p>Girardet, Jacky, Pécheur, Jacques (2010) : Écho A1 : méthode de français. Paris : CLE International.</p> |

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

Status: December 2021

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| Module-Nr./ Code | ITA1 |
| Module title | Italian 1 |
| Semester or trimester | 3rd semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with ITA2 and ITA3. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Jacqueline Lo Mascolo |
| Teaching language | Italian (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |
| Grading & weighting of the grade within the total grade | 3 % |

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| | Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> • 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. <p>Intermediate:</p> <ul style="list-style-type: none"> • 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. <p>Advanced:</p> <ul style="list-style-type: none"> • 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 | <p>The contents in general:</p> <ul style="list-style-type: none"> • 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 <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> • The basics of the phonetic and written form of the foreign language |

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| | <ul style="list-style-type: none"> • Basic grammatical structures • Basic lexis • Learning aids <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> • 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 <p>Target level B1 and B2, specifically:</p> <ul style="list-style-type: none"> • 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 | <p>Task-based learning</p> <p>Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.</p> |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | <p>Special features are specified at the beginning of the semester.</p> |
| <p>Literature</p> <p>(Required reading/supplementary recommended reading)</p> | <p><u>Required literature (due to respective level, will be announced before semester starts)</u></p> <p>Zorzan, Lorenza (2010): Con Piacere A1: Lehr- und Arbeitsbuch. Stuttgart: Klett.</p> <p>Rovere-Fenati, Beatrice (2011): Con Piacere A1: Trainingsbuch. Stuttgart: Klett.</p> <p>Zorzan, Lorenza (2011): Con Piacere A2 : Lehr- und Arbeitsbuch. Stuttgart: Klett.</p> |

Russian 1

Status: December 2021

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| Module-Nr./ Code | RUS1 |
| Module title | Russian 1 |
| Semester or trimester | 3rd semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with RUS2 and RUS3. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Dr. Mila Koretnikov |
| Teaching language | Russian (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |
| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |

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| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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. |
| <p>Literature</p> <p>(Required reading/supplementary recommended reading)</p> | <p><u>Required literature (due to respective level, will be announced before semester starts)</u></p> <p>Loos, Harald, Berditschewski, Anatoli (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination)</p> <p>Sokolowa, Ludmila, Zeller, Heiner (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p> <p>Sokolowa, Ludmila, Zeller, Heiner (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p> |

Spanish 1

Status: December 2021

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| Module-Nr./ Code | SPA1 |
| Module title | Spanish 1 |
| Semester or trimester | 3rd semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | Interconnections with SPA2 and SPA3. This module is part of all the undergraduate programs at Karlshochschule International University. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Maritza Bayona Pilar Cañeque Gabriela Farah de Günther |
| Teaching language | Spanish (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) |

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| | and (3) Course and Examination Regulation (CER); see appendix. |
| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> • 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. <p>Intermediate:</p> <ul style="list-style-type: none"> • 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. <p>Advanced:</p> <ul style="list-style-type: none"> • 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 | <p>The contents in general:</p> <ul style="list-style-type: none"> • Communication skills in everyday situations • Pronunciation and intonation • General vocabulary • Basic grammar • Business vocabulary • Simple application of the language in professional situations |

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| | <ul style="list-style-type: none"> • Production of simple texts • Initial contact with the civilisation and culture of the Spanish-speaking world <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> • The basics of the phonetic and written form of the foreign language • Basic grammatical structures • Basic lexis • Learning aids <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> • 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 <p>Target level B1, B2, specifically:</p> <ul style="list-style-type: none"> • Consolidation of knowledge of the language in oral and grammatical exercises • Extension of the general vocabulary and the basics of business vocabulary • Specialised texts • Learning aids |
| Teaching and learning methods of the module | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production. |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester. |
| Literature (Required reading/supplementary recommended reading) | <u>Required literature (due to respective level, will be announced before semester starts)</u> |

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

Status: September 2021

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| Module-Nr./ Code | MACC |
| Module title | Managerial Accounting |
| Semester or trimester | 4 th semester |
| Duration of module | One semester |
| Course type (mandatory, elective, etc.) | Mandatory |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module, however, successful completion of the modules – Introduction to Management – Basic Principles in Strategic Management – Resources: Financial Resources, Human Resources, Organization is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programmes | This module is part of the Bachelor programs International Business and Management |
| Person responsible for the module | Prof. Frank Widmayer |
| Name(s) of the instructor(s) | Michelle Olufeso Joachim Scheiderer Thomas Steinert |
| Teaching language | English |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 |

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| | (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 |
| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module are able to</p> <ul style="list-style-type: none"> – 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, – understand budgeting and accrual accounting from a financial management as well as from a political perspective, – 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), – understand the implications of Economic Value Added (EVA) and |

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| | related concepts from a shareholder and from a stakeholder perspective. |
| Content of the module | <ul style="list-style-type: none"> – Module 1 - Balance Sheet & Cases – Module 2 - Income statement & transaction analysis – Module 3 - Cost Volume Profit Analysis including BEP – Module 4 - Job order costing – Module 5 - Budgeting – Module 6 - Accrual accounting and M&A – Module 7 - Cash Flow and M&A – Module 8 - EVA (shared value) |
| Teaching and learning methods of the module | Interactive lectures, business simulations, exercises, case studies, self-study |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Blended learning supported by an online learning platform including learning videos, quizzes and exercises |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading:</u></p> <p><u>Recommended reading:</u></p> <p>Jones, J., Mowen, M.; Hansen, D. (2011): Financial and managerial accounting: the cornerstones of business decisions. 2. ed., Mason: South-Western Cengage.</p> <p>Atrill, P., McLaney, E. (2017). Accounting and finance for non-specialists. 10.ed. Harlow: Pearson Education.</p> <p>Baker, L. (2017). Truth, Lies & Statistics: How to Lie with Statistics. Ebook: Independently Published.</p> <p>Brealey, R., Myers, S., Allen, F. (2016). Principles of Corporate Finance. 12. ed., New York: McGraw-Hill Education.</p> <p>Levitin, D. (2018). A Field Guide to Lies and Statistics: A Neuroscientist on How</p> |

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| | <p>to Make Sense of a Complex World. London: Penguin.</p> <p>Watson, D., Head, A. (2016). Corporate Finance. Principles and Practice. 7th ed., Harlow (u.a.): Pearson Education.</p> <p>Wong, D. (2013). The Wall Street Journal Guide to Information Graphics. New York: Norton & Company.</p> |
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Advanced Project

Status: September 2021

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| Module-Nr. / Code | APRO |
| Module title | Advanced Project |
| Semester or trimester | 4 th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module, however, successful completion of the module IPRO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform, |
| Applicability of the module | <p>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.</p> <p>This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialization of the students.</p> |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Prof. Dr. Dr. Björn Bohnenkamp Coaches |
| Teaching language | English/other (depends on the subject of the project and the host country) |
| Number of ECTS credits | 6 |

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| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | Project work § 14 (11) CER |
| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully participated in this module will be able to autonomously identify, plan and implement a selected political, social or business project in an international context, with the help of tutors (instructors) and supervisors (professors). This involves integrating, applying and implementing the knowledge acquired in the modules to date. |
| Content of the module | Autonomous development of a project idea and implementation of a project under supervision and in collaboration with external partners ("sponsors"). If relevant, students can base their project on work carried out in the project module in the 3 rd 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.) | |
| Literature (Required reading/supplementary recommended reading) | <p>The selection of literature is carried out by the students with the guidance of their tutors. The following is a list of optional general background reading:</p> <p>Armstrong, Michael (2012): Armstrong's handbook of management and leadership: developing effective people skills for better leadership and management. 3. ed., London: Kogan Page.</p> <p>Bentley, Colin (2009): Prince 2: a practical handbook. 3. ed., Oxford (u.a.): Butterworth-Heinemann.</p> <p><u>Further reading:</u></p> |

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| | <p>Hölzle, Philipp (2007): Projektmanagement: professionell führen, Erfolge präsentieren. 2. ed., Freiburg: Haufe.</p> <p>Sutherland, Jeffrey Victor (2014): Scrum. A revolutionary approach to building teams, beating deadlines, and boosting productivity. Random House Business</p> <p>Kappler, Ekkehard, Seibel, Johannes J., Sterner, Siegfried (1983): Entscheidungen für die Zukunft: Instrumente und Methoden der Unternehmensplanung. Frankfurt: Frankfurter Allgemeine Zeitung GmbH.</p> <p>Mees, Jan, Oefner-Py, Stefan, Sünemann, Karl-Otto (1995): Projektmanagement in neuen Dimensionen: das Helogramm zum Erfolg. 2. ed., Wiesbaden: Gabler.</p> <p>Michalko, Michael (2006): Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.</p> |
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Digital Channel Management

Stand: September 2021

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| Module-Nr./ Code | DCMA |
| Module title | Digital Channel Management |
| Semester or trimester | 4 th 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 | There are no formal requirements for participation in this module, however, successful completion of the modules RESO and MSIC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module has links to all modules in the Marketing Specialization as well as RESO and MACC in the same semester. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Dr. Markus Gahler Janina Kleine Frauke Klos |
| 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 hours, Self study = 138 Hours) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Learner's Portfolio § 14 (7) CER |

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| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – describe the concept, structures and flows of marketing channels including indirect, direct, multi-level, distant and especially digital channels – carry out suitable steps to establish digital channels and develop business both strategically and operationally – manage cultural differences affecting the marketing operations and channels – apply tools and methods how to do research on marketing channels and operations manage them actively – set up solutions for digital marketing channels |
| Content of the module | <ul style="list-style-type: none"> – Concepts, structures and flows of marketing channels including – Analysing and creating customer touch points – Technology watch: How technologies like augmented reality, local based services affect marketing channels – Intermediation: Supply chain, logistics, value added services, etc.; tensions between dis- and re-intermediation – Current case-studies digital marketing channels and operations, including supporting operations – Tools and methods how to manage marketing channels and operations actively – Measuring and controlling of digital channel and operational performance (Goal Setting, KPIs) – Interrelation between digital marketing channels and business models |
| Teaching and learning methods of the module | Paper readings, case studies, group discussions, project development |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | |

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| <p>Literature (Required reading/supplementary recommended reading)</p> | <p><u>Required literature:</u></p> <p><u>Recommended literature:</u></p> <p>Brunner, F. (2015): Toward cross-channel management: A comprehensive guide for retailing firms. Berlin: de Gruyter. (excerpts)</p> <p>Coughlan, Anne T. et al. (2014): Marketing channel strategy, 8. ed., Upper Saddle River: Pearson/Prentice Hall. (excerpts)</p> <p>Kushwaha, T., & Shankar, V. (2013). Are multichannel customers really more valuable? The moderating role of product category characteristics. <i>Journal of Marketing</i>, 77(4), 67-85.</p> <p>Li, H., & Kannan, P. K. (2014). Attributing conversions in a multichannel online marketing environment: An empirical model and a field experiment. <i>Journal of Marketing Research</i>, 51(1), 40-56.</p> <p>Mathur, M. (2013). Drivers of channel equity: Linking strategic marketing decisions to market performance. <i>The Marketing Review</i>, 13(4), 393-414.</p> <p>Valentini, S., Montaguti, E., & Neslin, S. A. (2011). Decision process evolution in customer channel choice. <i>Journal of Marketing</i>, 75(6), 72-86.</p> |
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Digitalization, Interactivity and Gamification

Status: September 2021

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| Module-Nr. / Code | DIGA |
| Module title | Digitalization, Interactivity and Gamification |
| Semester or trimester | 4 th 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 | There are no formal requirements for participation in this module, however, successful completion of the modules RESO and SICO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module has links to all modules in the Media Communication Specialization as well as RESO and MACC in the same semester. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Greta Hoffmann, Thomas Zorbach |
| 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 hours, Self study = 138 Hours) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Learner's Portfolio § 14 (7) CER |

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| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – identify current and emerging issues in digital media practice including new markets and marketing opportunities, new technologies and media, new concepts and approaches – evaluate the current impact of change in the social, economic and technical environment on digital media and analyze the current impact of digital media on our social settings – explain the psychological, cultural and social background of interactivity and gamification – apply exploratory research methods and case study research to emerging marketing issues – set up integrated strategies for designing digital marketing campaigns including applications of interactivity and gamification |
| Content of the module | <p>The course content includes:</p> <ul style="list-style-type: none"> - Gamification - Serious Games - Motivation - Learning |
| Teaching and learning methods of the module | Paper readings, case studies, group discussions, project development |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Visit of DigiTalk (round table discussion about digitalization at Karlshochschule), organization of DigiTalk – student edition; Workshop in programming basic mobile applications |
| Literature (Required reading/supplementary recommended reading) | <p>Required literature:</p> <p>https://selfdeterminationtheory.org/SDT/documents/2000_RyanDeci_SDT.pdf</p> <p>Recommended literature:</p> |

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Challenging Digitalization in Culture and the Arts

Stand: September 2021

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| Module-Nr. / Code | CDCA |
| Module title | Challenging Digitalization in the Arts and Culture |
| Semester or trimester | 4 th 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 | There are no formal requirements for participation in this module, however, successful completion of the modules RESO and IABM is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform, |
| Applicability of the module | This module has links to all modules in the Arts and Entertainment Specialization as well as RESO and MACC in the same semester. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Bernhardt, Johannes Lindner, Christiane Mallmann, Lena |
| Teaching language | English |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 42, self-study = 138 hours) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Learner's Portfolio § 14 (7) CER |

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| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – identify challenges and opportunities due to digital technologies in the field of arts, culture and entertainment – identify complex networks of actors in fields of digital cultural industries – develop strategies to intermediate between conflicting positions in these digital cultural projects or to integrate these |
| Content of the module | Digital transformation in museums (in collaboration with project partner) Digital transformation in theatres (in collaboration with project partner) |
| Teaching and learning methods of the module | Paper readings, case studies, group discussions, project development |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | |
| Literature (Required reading/supplementary recommended reading) | <u>Required literature:</u> <u>Recommended Reading:</u> Evard, Y., Colbert, F. (2000): Arts management: a new discipline entering the millennium? In: International Journal of Arts Management, 2(2), 4-13 Latour, B. (2005): Reassembling the social: an introduction to actor-network-theory. Oxford: Oxford University Press. (excerpts) Sutherland, I., & Gosling, J. (2010). Cultural leadership: Mobilizing culture from affordances to dwelling. <i>The Journal</i> |

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| | <p><i>of Arts Management, Law, and Society</i>, 40(1), 6-26.</p> <p>Watzlawick, P. et al. (2011): Pragmatics of human communication: a study of interactional patterns, pathologies, and paradoxes. New York (u.a.): Norton (excerpts).</p> |
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Challenges of Digitalization for Developing Inspiring Events

Stand: September 2021

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| Module-Nr./ Code | CDDI |
| Module title | Challenges of Digitalization for Developing Inspiring Events |
| Semester or trimester | 4 th 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 | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform, |
| Applicability of the module | Part of the major/minor Events |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Martin Wacker Christopher Werth |
| Teaching language | English |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 42, self-study = 138 hours) |
| Hours per week | 3 |
| Assessment type / requirement for the award of credits | Learner's Portfolio § 14 (7) CER |
| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |

Arabic 2

Status: December 2021

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| Module-Nr./ Code | ARA2 |
| Module title | Arabic 2 |
| Semester or trimester | 4th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with ARA1 and ARA3. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Alaa Khalil |
| Teaching language | Arabic (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER). |

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| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully completed this module are able to: <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • The perfect, the verb sentence, the nisbe ending, the genitive link, the suffixed personal pronouns, determination (summary), the adverb, the imperfect, the demonstrative pronouns, conjunctive and apocopate, the imperative, negation. • A personal letter; at the travel agent's; at the grocer's; in a restaurant; international news; in a bookshop; my university; in a hotel. • Learning aids |
| Teaching and learning methods of the module | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production. |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester. |
| Literature (Required reading/supplementary recommended reading) | <u>Required literature</u> Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard (2011): Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda. |

Chinese 2

Status: December 2021

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| Module-Nr./ Code | CHI2 |
| Module title | Chinese 2 |
| Semester or trimester | 4th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with CHI1 and CHI3. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Xiaojun Gundermann-Han |
| Teaching language | Chinese (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |

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| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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) | <u>Required literature (due to respective level, will be announced before semester starts):</u> Chen, Fu, Zhu, Zhiping, Cordes, Ruth (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination) Zhang, Hong, Zhu, Xiaoxing (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination) Gu, Wen, Meinshausen, Frank (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling. |

French 2

Status: December 2021

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| Module-Nr./ Code | FRA2 |
| Module title | French 2 |
| Semester or trimester | 4th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with FRA1 and FRA3. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Ariane Fleuranceau Marine Roland-Hohenstein |
| Teaching language | French (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension) |

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| | and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |
| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> • 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 <p>Intermediate:</p> <ul style="list-style-type: none"> • use their spoken language to take part in a suitable range of advanced business communication situations, • draw up accompanying written documents <p>Advanced:</p> <ul style="list-style-type: none"> • 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 | <p>The contents in general:</p> <ul style="list-style-type: none"> • Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the |

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| | <p>progressive development of listening comprehension skills and written and spoken production skills.</p> <ul style="list-style-type: none"> • 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. <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> • 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 <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> • 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 <p>Target C1, specifically:</p> <ul style="list-style-type: none"> • 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. |

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| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester. |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required literature (due to respective level, will be announced before semester starts)</u></p> <p>Girardet, Jacky, Pécheur, Jacques (2010): Écho A1: méthode de français. Paris: CLE International.</p> <p>Girardet, Jacky, Pécheur, Jacques (2010): Écho A2: méthode de français. Paris: CLE International.</p> <p>Girardet, Jacky, Pécheur, Jacques (2010): Écho B1.1: méthode de français. Paris: CLE International.</p> <p>Carlo, Catherine, Causa, Mariella (2010): Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International.</p> <p>Pécheur, J. (2010): Civilisation Progressive du Français : Niveau avancé. Paris: CLE International.</p> <p>Penfornis, Jean-Luc (2004): Vocabulaire Progressif du Français des Affaires. Paris: CLE International.</p> <p>Steele, Ross (2004): Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International.</p> |

Italian 2

Status: December 2021

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| Module-Nr./ Code | ITA2 |
| Module title | Italian 2 |
| Semester or trimester | 4th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with ITA1 and ITA3. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Jacqueline Lo Mascolo |
| Teaching language | Italian (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) |

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| | and (3) Course and Examination Regulation (CER); see appendix. |
| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> • 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 <p>Intermediate:</p> <ul style="list-style-type: none"> • use their spoken language to take part in a suitable range of advanced business communication situations, • draw up accompanying written documents <p>Advanced:</p> <ul style="list-style-type: none"> • 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 | <p>The contents in general:</p> <ul style="list-style-type: none"> • 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. |

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| | <ul style="list-style-type: none"> • Extension of business terminology. Use of the terminology and the structures in business situations. <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> • 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 <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> • 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) | <p><u>Required literature</u></p> <p>Errico-Reiter, Rosa, Esposito, Maria A., Grandi, N. (2010): Campus Italia A1/A2: Lehr- und Arbeitsbuch, Stuttgart: Klett.</p> |

Russian 2

Status: December 2021

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| Module-Nr./ Code | RUS2 |
| Module title | Russian 2 |
| Semester or trimester | 4th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with RUS1 and RUS3. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Dr. Mila Koretnikov |
| Teaching language | Russian (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |

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| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully completed this module are able to: <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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) | <p><u>Required literature (due to respective level, will be announced before semester starts)</u></p> <p>Loos, Harald, Berditschewski, Anatoli (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination)</p> <p>Sokolowa, Ludmila, Zeller, Heiner (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p> <p>Sokolowa, Ludmila, Zeller, Heiner (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p> |

Spanish 2

Status: June 2021

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| Module-Nr./ Code | SPA2 |
| Module title | Spanish 2 |
| Semester or trimester | 4 th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory (if Spanish has been selected as second foreign language) |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with SPA1 and SPA3. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Maritza Bayona Pilar Cañeque Gabriela Farah de Günther |
| Teaching language | Spanish (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension) |

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| | and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |
| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> – 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 <p>Intermediate:</p> <ul style="list-style-type: none"> – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents <p>Advanced:</p> <ul style="list-style-type: none"> – 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 | <p>The contents in general:</p> <ul style="list-style-type: none"> – 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. |

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| | <ul style="list-style-type: none"> – 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. <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> – 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 <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> – 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 <p>Target C1, specifically:</p> <ul style="list-style-type: none"> – 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) | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p> |

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

Status: September 2021

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| Module-Nr. / Code | CHIN |
| Module title | Change and Innovation |
| Semester or trimester | 5 th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module, however, successful completion of APRO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programs | This module is part of the Bachelor programs International Business and Management at Karlshochschule International University. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| 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 | Learner's Portfolio § 14 (7) CER |

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| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – enable stakeholders in the context of a change and/or innovative project – analyze and respond to social issues and translate them into conceptual, creative and innovative solutions. – implement appropriate project, creative and coaching tools depending on the situation in order to fulfil the demands of the stakeholders. – to summarize and structure their projects and present them in class |
| Content of the module | Autonomous enablement of a change and innovation project under supervision. If relevant, students can base their project on work carried out in the community projects in the 3 rd and 4 th semester. |
| Teaching and learning methods of the module | Project work in a team of 4-5 participants (tutored) |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading:</u></p> <p>The selection of literature is carried out by the students with the guidance of their tutors and dependent on the projects.</p> <p><u>Recommended reading:</u></p> <p>Gray, D., Brown, S. and Mananufu, J. (2010): Gamestorming. A playbook for innovators, rulebreakers, and changemakers. Sebastopol: O'Reilly.</p> |

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| | <p>Lewrick, M., Link, P., and Leifer L. (2018). The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems. Hoboken: Wiley.</p> |
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Current Issues in ReThinking Management and Society

Status: September 2021

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| Module-Nr./ Code | CIRM |
| Module title | Current Issues in ReThinking Management and Society |
| Semester or trimester | 5 th 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 | There are no formal requirements for participation in this module, however, successful completion of the module SCIE is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module to other programmes | Bachelor International Business Bachelor Management |
| Person responsible for the module | Prof. Dr. Dirk Nicolas Wagner |
| Names of instructors | Professors of the Karlshochschule Krenz, Marcel |
| Teaching language | English |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study + contact hours) | Total workload = 180 (contact hours = 42, self-study = 138 hours) |
| Hours per week | 3 |
| Assessment type/ requirement for the award of credits | Written assignment § 14 (4) CER |

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| Weighting of the grade within the overall grade | 3 % |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – identify and analyse selected current issues of management and society, taking into account international trends in academia and practice – develop a research question and work on it in an academic manner and, as a result, contribute towards developing theoretical approaches for disciplines and fields in management and social studies – present, explain and discuss their study results with peers (=> academic discourse) |
| Content of the module | <ul style="list-style-type: none"> – Exemplary discussion of current issues in fields of management and society, especially trends and movements in theory and practice – Definition of research questions – Evaluation of status of research and reading for the respective research question – Development of appropriate scientific methodologies to operationalize the respective research question – Feedback and group discussion of the selected issues and the respective progress of work – Creation of ... <ul style="list-style-type: none"> ... an extended abstract ... a draft ... the final paper |
| Teaching and learning methods of the module | <ul style="list-style-type: none"> - Academic colloquium - Topics to be prepared by the students - Presentation and discussion of scientific 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 will be invited to participate and introduce issues (and trends) to be discussed in class |

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| <p>Literature (Required reading/supplementary recommended reading)</p> | <p><u>Required reading:</u></p> <p>Depending on the selected issues of each study year, required reading will be indicated in the course.</p> <p><u>Recommended reading:</u></p> <p>Davis, Martha; Davis, Kaaron J.; Dunagan, Marion M. (2012): Scientific Papers and Presentations. 3. ed., Amsterdam [u.a.]: Elsevier, Academic Press.</p> <p>Flick, Uwe (2014): An Introduction to Qualitative Research. 5. ed., London: Sage.</p> <p>Saunders, Mark N.K.; Lewis, Philip; Thornhill, Adrian (2015): Research Methods for Business Students. 7. ed., Harlow: Pearson.</p> <p>Soles, Derek (2009): The Essentials of Academic Writing. 2. ed., Boston: Wadsworth.</p> <p>Yin, Robert (2018): Case Study Research and Applications: Design and Methods. 6. ed., London: Sage Publications</p> |
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Marketing Elective

Status: September 2021

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| Module-Nr./ Code | MELE |
| Module title | Marketing Elective |
| Semester or trimester | 5 th 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 | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | Part of the major/minor marketing strategy. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | N.N. Thomas Zorbach |
| 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 | Depends on partner university |
| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |

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| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – understand contemporary marketing issues from an international and cross-cultural perspective – develop marketing strategies and operations in conditions of market differences – analyse and discuss current topics and trends in marketing strategy – synthesize contents from different research/ scientific areas in the field of marketing depending on their own professional and academic interest |
| 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.) | Experiences abroad |
| Literature (Required reading/supplementary recommended reading) | <p>Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.</p> <p>Required reading:</p> <p>Recommended reading:</p> |

Communication Elective

Status: September 2021

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| Module-Nr./ Code | CELE |
| Module title | Communication Elective |
| Semester or trimester | 5 th 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 | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | Part of the major/minor media communication. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| 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 | Depends on partner university |
| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |

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| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – understand contemporary media communication issues from an international and cross-cultural perspective – develop media communication strategies and operations in conditions of cultural differences – analyse and discuss current topics and trends in media communication – synthesize contents from different research/ scientific areas in the field of media or communication depending on their own professional and academic interest |
| Content of the module | <p>Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programs in the partner institution.</p> |
| Teaching and learning methods of the module | |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Experiences abroad |
| Literature (Required reading/supplementary recommended reading) | <p>Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.</p> |

Arts and Entertainment Elective

Status: September 2021

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| Module-Nr. / Code | AELE |
| Module title | Arts and Entertainment Elective |
| Semester or trimester | 5 th 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 | There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | Part of the major/minor Arts and Entertainment. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| 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 | Depends on partner university |
| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |

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| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – understand contemporary issues in arts and entertainment management from an international and cross-cultural perspective – develop strategies and operations for arts and entertainment management in conditions of cultural differences – analyse and discuss current topics and trends in strategic management of arts and entertainment – synthesize contents from different research/ scientific areas in the field of arts and entertainment management depending on their own professional and academic interest |
| 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.) | Experiences abroad |
| Literature (Required reading/supplementary recommended reading) | <p>Required reading:</p> <p>Recommended 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.</p> |

Elective: The Locations and Operations Dimension of Performances and Events

Status: September 2021

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| Module-Nr./ Code | 5.4.1 LOOP |
| Module title | Elective: The Locations and Operations Dimension of Performances and Events |
| Semester or trimester | 5 th 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 | There are no formal requirements for participation in this module, however, successful completion of the modules RESO and CCDI is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module has links to all modules in the Events Specialization as well as RESO and MACC in the same semester. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name of the instructors | 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 (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | Depends on partner university |

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| Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> – Analyse the performative qualities of an event and ensure its efficiency and effectiveness in terms of customer satisfaction, economic success, stakeholder expectations – analyse the current market position of an event venue and position it successfully vs. its competitors in the future – recognise relationships between an event location's structural conditions and its operation, identify critical factors and compare and evaluate various international examples – apply appropriate management methods, leadership concepts and instruments as well as decision-making techniques to locations and operations of the events industry |
| Contents of the module | <ul style="list-style-type: none"> – Estimation of events' impacts as framework for events staging – Dimensions of operational planning and management of events according to different types of event such as: human resources, finances, marketing, function units, legal issues, bidding, site inspection & selection, staging and dramaturgy, logistics, quality management, event evaluation and stakeholder communication – Selected function units in detail: security management, sales, catering, purchasing/procurement etc. – Forms and characteristics of conventional event venues such as exhibition and convention centres, sports stadia, multifunctional arenas and cultural event venues, but also special event locations such as corporate branded spaces – Event locations in competition: status-quo analysis and positioning strategies /future scenarios – Conceptual design of event locations: basic analysis methods (market and |

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| | <p>needs analysis, location study, space and function concepts etc.)</p> <ul style="list-style-type: none"> – Construction of event buildings, based on selected practical examples: call for tenders and stakeholder communication – Operational concepts (types of business, organisation concepts, personnel concepts etc. for the property) and their individual economic impact – Financing models of event buildings (external financing/debt financing, equity financing, structured finance, etc.) |
| Teaching and learning methods of the module | <p>Interactive lectures Application Exercises (individual & group) Benchmarking (based on secondary research, internet research) Case studies Self-study</p> |
| Special features (e.g. online activities, event/company visits, guest speakers etc.) | <p>If possible, an excursion to an event venue will be integrated into the module in order to give the students the opportunity to personally experience and network with selected players (e.g. in view of an internship or employment at a later date)</p> |
| Literature (Required reading/supplementary recommended reading) | <p><u>Required reading:</u></p> <p>Goldblatt, Samuel de Blanc (2012): The Complete Guide to Greener Meetings and Events. Hoboken: Wiley [Chapter 3: Planning the Greener Event].</p> <p>Fenich, George G. (2012): Meetings, Expositions, Events and Conventions: an Introduction to the Industry. 3. ed., new internat. ed., Edinburgh Gate: Pearson. [selected chapters]</p> <p>Silvers, Julia Rutherford (2012): Professional Event Coordination. Wiley and Sons, Hoboken. [Chapter 7: Fundamentals of the Production; Chapter 8: Staging and Engaging Experience]</p> <p>Sawyer, Thomas H. (ed.) (2005): Facility Design and Management: for Health, Fitness, Physical Activity, Recreation, and Sports Facility Development. 11. ed., Champaign, IL: Sagamore.</p> |

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| | <p>[Section I Facility and Event Management, Chapter 3: The Planning Process; Chapter 4: Planning Facilities: Master Plan, Site Selection, and Development Phases]</p> <p>Schwarz, Eric C. et al. (eds.) (2015): Sport Facility Operations Management: a Global Perspective. 2. Ed., Amsterdam (u.a.): Butterworth-Heinemann. [Chapter 2: Ownership structures; Chapter 3: Financing sport facilities]</p> <p><u>Supplementary recommended reading:</u></p> <p>Allen, Johnny et al. (2011): Festival and Special Event Management. 5. ed., Milton: Wiley.</p> <p>Bielzer, Louise; Ronald Wadsack (Hrsg.) (2011): Betrieb von Sport- und Veranstaltungsimmobilien: Managementherausforderungen und Handlungsoptionen. Frankfurt M.: Lang.</p> <p>Bielzer, Louise; May, Thomas (2005): Bewertung von Messen und Veranstaltungszentren. In: Bienert, Sven (ed.) (2005): Bewertung von Spezialimmobilien: Risiken, Benchmarks und Methoden. Gabler: Wiesbaden, 381-404.</p> <p>Bowdin, Glen A. et al. (2012): Events Management. 3. ed., London (u.a.): Routledge.</p> <p>Goldblatt, Joe J. (2005): Special Events: Event Leadership for a New World. 4. ed., Hoboken: Wiley.</p> <p>Kirchgeorg, Manfred et al. (eds.) (2005): Trade Show Management: planning, implementing and controlling of trade shows, conventions and events. Wiesbaden: Gabler.</p> <p>Masterman, Guy (2014): Strategic Sports Event Management. 3. ed., olympic ed., Amsterdam (u.a.): Elsevier Butterworth-Heinemann.</p> |
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| | <p>Monroe, James C. (2006): Art of the Event: complete guide to designing and decorating special events. Hoboken: Wiley.</p> <p>Mull, Richard; Beggs, Brent; Renneisen, Mick (2009): Recreation Facility Management: Design, Development, Operations and Utilization. Champaign, IL: Human Kinetics.</p> <p>Löw, Martina (2008): The constitution of space: the structuration of spaces through the simultaneity of effect and perception. In: European Journal of Social Theory, 11(1), 25-49.</p> <p>Shone, Anton; Parry, Bryn (2013): Successful Event Management: a practical handbook. 3. ed., Hampshire: Cengage Learning.</p> <p>Silvers, Julia Rutherford (2008): Risk Management for Meetings and Events. Amsterdam: Butterworth-Heinemann.</p> |
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Arabic 3

Status: December 2021

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| Module-Nr./ Code | ARA3 |
| Module title | Arabic 3 |
| Semester or trimester | 5th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with ARA1 and ARA2. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Alaa Khalil |
| Teaching language | Arabic (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER) see appendix. |

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| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully completed this module are able to: <ul style="list-style-type: none"> • read and write brief standard texts, • carry out dialogues in everyday situations with a suitable level of complexity. |
| Content of the module | <ul style="list-style-type: none"> • 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: اِن and the subject of the sentence. • At my university; in a hotel; about Islam and Muslims; registering with the authorities; the President’s speech; interview with the President. • Learning aids |
| Teaching and learning methods of the module | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production. |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester. |
| Literature (Required reading/supplementary recommended reading) | <u>Required literature</u> Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard (2011): Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda. |

Chinese 3

Status: December 2021

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| Module-Nr./ Code | CHI3 |
| Module title | Chinese 3 |
| Semester or trimester | 5 th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with CHI1 and CHI2. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Xiaojun Gundermann-Han |
| Teaching language | Chinese (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |

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| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully completed this module are able to: <ul style="list-style-type: none"> • read and write brief standard texts, • carry out dialogues in everyday situations with a suitable level of complexity. |
| Content of the module | <ul style="list-style-type: none"> • Extension of basic grammar forms • Extension of basic vocabulary • Learning aids |
| Teaching and learning methods of the module | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production. |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester. |
| Literature (Required reading/supplementary recommended reading) | <u>Required literature (due to respective level, will be announced before semester starts)</u> Chen, Fu, Zhu, Zhiping, Cordes, Ruth (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination) Zhang, Hong, Zhu, Xiaoxing (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination) Gu, Wen, Meinshausen, Frank (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling. |

French 3

Status: December 2021

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| Module-Nr./ Code | FRA3 |
| Module title | French 3 |
| Semester or trimester | 5th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with FRA1 and FRA2. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Ariane Fleuranceau Marine Roland-Hohenstein |
| Teaching language | French (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |

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| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> • deal with more complex everyday situations and everyday business situations in the spoken language, • write simple texts in French. <p>Intermediate:</p> <ul style="list-style-type: none"> • 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) <p>Advanced:</p> <ul style="list-style-type: none"> • 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 | <p>The contents in general:</p> <ul style="list-style-type: none"> • 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. <p>Target level A2 and B1, specifically:</p> <ul style="list-style-type: none"> • Complex grammatical structures and varieties • Extension of general vocabulary, • Specialist business language and texts |

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| | <ul style="list-style-type: none"> • Learning aids <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> • 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. |

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| <p>Literature (Required reading/supplementary recommended reading)</p> | <p><u>Required literature (due to respective level, will be announced before semester starts)</u></p> <p>Girardet, Jacky, Pécheur, Jacques (2010): Écho A1: méthode de Français. Paris: CLE International.</p> <p>Girardet, Jacky, Pécheur, Jacques (2010): Écho A2: méthode de Français. Paris: CLE International.</p> <p>Girardet, Jacky, Pécheur, Jacques (2010): Écho B1.1: méthode de Français. Paris: CLE International.</p> <p>Carlo, Catherine, Causa, Mariella (2010): Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International.</p> <p>Penfornis, Jean-Luc (2004): Vocabulaire Progressif du Français des Affaires. Paris: CLE International.</p> <p>Steele, Ross (2004): Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International.</p> <p>Pécheur, J. (2010): Civilisation Progressive du Français : Niveau avancé. Paris: CLE International.</p> |
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Italian 3

Status: December 2021

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| Module-Nr./ Code | ITA3 |
| Module title | Italian 3 |
| Semester or trimester | 5th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with ITA1 and ITA2. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Jacqueline Lo Mascolo |
| Teaching language | Italian (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix. |

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| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> • deal with more complex everyday situations and everyday business situations in the spoken language, • write simple texts in Italian. <p>Intermediate:</p> <ul style="list-style-type: none"> • 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) <p>Advanced:</p> <ul style="list-style-type: none"> • 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 | <p>The contents in general:</p> <ul style="list-style-type: none"> • 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. <p>Target level A2 and B1 specifically:</p> <ul style="list-style-type: none"> • Complex grammatical structures and varieties • Extension of general vocabulary, • Specialist business language and texts |

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| | <ul style="list-style-type: none"> • Learning aids <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> • 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. |
| <p>Literature</p> <p>(Required reading/supplementary recommended reading)</p> | <p><u>Required literature (due to respective level, will be announced before semester starts)</u></p> <p>Errico-Reiter, Rosa, Esposito, Maria A., Grandi, N. (2010): Campus Italia A1/A2: Lehr- und Arbeitsbuch, Stuttgart: Klett.</p> |

Russian 3

Status: December 2021

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| Module-Nr./ Code | RUS3 |
| Module title | Russian 3 |
| Semester or trimester | 5th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with RUS1 and RUS2. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Dr. Mila Koretnikov |
| Teaching language | Russian (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) / § 14 (3) CER 01.02.2014 |

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| Grading & weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Extension of knowledge of grammar system • Extension of basic vocabulary • Basic business vocabulary • Learning aids |
| Teaching and learning methods of the module | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production. |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester. |
| Literature (Required reading/supplementary recommended reading) | <u>Required literature (due to respective level, will be announced before semester starts)</u> Loos, Harald, Berditschewski, Anatoli (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination) Sokolowa, Ludmila, Zeller, Heiner (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination) Sokolowa, Ludmila, Zeller, Heiner (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination) |

Spanish 3

Status: December 2021

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| Module-Nr./ Code | SPA3 |
| Module title | Spanish 3 |
| Semester or trimester | 5 th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory Elective |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all Bachelor's programs. Interconnections with SPA1 and SPA2. |
| Person responsible for the module | Prof. Dr. Anthony Teitler |
| Name(s) of the instructor(s) | Maritza Bayona Pilar Cañeque Gabriela Farah de Günther |
| Teaching language | Spanish (English or German, according to the students' linguistic proficiencies) |
| Number of ECTS credits | 6 |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours (contact hours = 56, self-study = 124 hours) |
| Hours per week | 4 |
| Assessment type / requirement for the award of credits | 80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) |

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| | Course and Examination Regulation (CER); see appendix. |
| Grading & Weighting of the grade within the total grade | 3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> • deal with more complex everyday situations and everyday business situations in the spoken language, • write simple texts in Spanish. <p>Intermediate:</p> <ul style="list-style-type: none"> • 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) . <p>Advanced:</p> <ul style="list-style-type: none"> • 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 | <p>The contents in general:</p> <ul style="list-style-type: none"> • 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. <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> • Complex grammatical structures and varieties |

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| | <ul style="list-style-type: none"> • Extension of general vocabulary, • Specialist business language and texts • Learning aids <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> • 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. |
| <p>Literature</p> <p>(Required reading/supplementary recommended reading)</p> | <p><u>Required literature (due to respective level, will be announced before semester starts):</u></p> <p>González Salgado, C. (2007): ene A1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p>González Salgado, C., Sanz Oberberger, C. (2010): ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber.</p> <p>González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E. (2010): ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p>González Salgado, C. et al. (2012): ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p>Gelabert, Maria J. (Hrsg.) (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber.</p> |

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

Status: December 2021

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| Module-Nr./ Code | INTS |
| Module title | Internship |
| Semester or trimester | 6th semester |
| Duration of module | Single semester |
| Course type (Mandatory, elective, etc.) | Mandatory |
| If relevant, course units within the module | |
| Frequency of module | Once a year |
| Entry requirements | There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform. |
| Applicability of the module | This module is applicable to all the Bachelor programs at Karlshochschule International University. It is targeted at the transfer between theory and practice and has interconnections to all earlier modules of the program, especially to CPRO and CCPR. |
| Person responsible for the module | Prof. Dr. Dr. Björn Bohnenkamp |
| Name(s) of the instructor(s) | Professors acting as mentors in accordance with § 11 parag. 5 of the study and examination regulations |
| Teaching language | Depends on the location of the company/English (consultation) |
| Number of ECTS credits | 18 |
| Total workload and its breakdown (e.g. self-study and contact hours) | 540 hours (3 months = 480 hours internship and 60 hours for preparation, consultation, and follow-up assignment) |

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| Hours per week | 3 hours per week for preparation, consultation and follow-up assignment |
| Assessment type / requirement for the award of credits | The assessment type of this module is an Internship analysis according to § 14 (10) CER; see appendix |
| Grading & weighting of the grade within the total grade | 9 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | <p>Students who have successfully participated in this module will be able to (in accordance with the study and examination regulations):</p> <ul style="list-style-type: none"> – apply and transfer the theoretical knowledge they acquired during their studies to practical problems and use their academic knowledge to critically question their practical experience – describe processes and structures in the institution where they carry out the internship – analyse the purpose, position and strategies of the institution where they carry out their internship – put into context and reflect their own experiences in the institution, generate ideas from practice for their own (lifelong) learning and their bachelor thesis and critically question practice with the methods of their subject – identify problems and obstacles when trying to implement what they've learnt in practice and develop criteria for a successful transfer between theory and practice – draw up an implementation plan to support this transfer on the basis of self-evaluation of their own strengths and weaknesses and organise learning partnerships, networks to exchange experiences or follow-up measures |
| Content of the module | <ul style="list-style-type: none"> – Contents in accordance with the study and examination regulations: – Practical activity in an institution, company, association or comparable organisation. |

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| | <ul style="list-style-type: none"> – 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 | <ul style="list-style-type: none"> – Practical activity – Mentoring by a professor for the preparation and the follow-up assignment and guidance with reflection during the activity |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Guidance with reflection during the activity is provided online in the form of e-learning |
| Literature (Required reading/supplementary recommended reading) | Appropriate use of the literature given in prior modules. |

Bachelor Thesis including its Defense

Status: December 2021

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

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| Assessment type / requirement for the award of credits | Bachelor Thesis (weighting: 80 %) and Defence of the Bachelor Thesis (weighting: 20 %) §§ 15 + 16 CER; see appendix |
| Grading & weighting of the grade within the total grade | 16 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix. |
| Qualification objectives of the module | In accordance with § 15 parag. 1 and § 16 parag. 1 of the study and examination regulations students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> – investigate and answer an academic question independently using academic methods within a given time period – summarise the results of their work and defend it with informed academic arguments in a discussion |
| Content of the module | Bachelor Thesis and defence of the Bachelor Thesis in accordance with §§ 15 and 16 of the study and examination regulations. |
| Teaching and learning methods of the module | Self-directed learning, support, if needed by the professor in charge, oral presentation without slides summarising the results of their work (max. 10 mins) and defend it with informed academic arguments in a discussion (max. 20 mins) |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | |
| Literature (Required reading/supplementary recommended reading) | No special requirements, appropriate use of literature given in prior modules and relevant for chosen topic. |

Appendix

Excerpt from the Study and Examination Regulations

§ 14 Forms of examinations

- (1) Possible forms of examinations during the course of study are - without prejudice to different weighting - written examinations, tests, written assignment, seminar papers, essays, learner's portfolios, oral examinations, presentations, internship analysis, project work and case studies.
- (2) Written examinations are supervised written work. The duration of the examinations shall be at least 60 and at most 240 minutes in accordance with the respective module description. In written examinations, students shall demonstrate in a limited time and with limited aids that they have achieved the qualification objectives documented in the module descriptions.
- (3) Tests are written or oral quizzes. Their duration is 15, 30 or 45 minutes according to the respective module description. In tests, students should in particular prove that they are able to correctly reproduce, differentiate and apply what they have learned.
- (4) A written assignment is an independent written elaboration in which a scientific question is dealt with. The length of the student research project should be between 30,000 and 40,000 characters including spaces (+/- 15%). In seminar papers, students should prove that they can scientifically work on a problem corresponding to the qualification goals of the respective module.
- (5) A seminar paper consists of an independent, in-depth written examination of a topic from the work context of the module, taking into account the relevant scientific literature, as well as a presentation and a discussion of the paper and its results. The written paper should comprise between 16,000 and 24,000 characters including spaces (+/- 15%); the oral presentation and the discussion together should not exceed 20 minutes. In the presentation, the students prove that they are able to deal with a specific subfield in depth, to structure the chosen topic, to process the state of the literature and to present the findings and results in an oral presentation.

- (6) An essay is a critical examination of a scientific position. The essay should contain between 10,000 and 20,000 characters including spaces (+/- 15%). With essays, students show that they are able to present scientific positions, weigh them up against each other argumentatively, question them critically, take a stand independently and make connections.
- (7) A learner's portfolio is a written presentation of the student's own work, selected by the student according to previously defined criteria, with which he or she demonstrates his or her learning progress and level of achievement at a certain point in time and in relation to a defined content. The selection of the work, its relation to the student's own learning progress and its significance for the achievement of the qualification objectives must be justified. In the learning portfolio, students should prove that they have taken responsibility for their learning process and have achieved the qualification objectives documented in the module description. Depending on the module description, the components of successful self-learning checks of the learning portfolio can be, in particular, works with application relevance, websites, weblogs, bibliographies, analyses, thesis papers as well as graphical preparations of an issue or a question. The learning portfolio usually comprises 40,000 to 60,000 characters including spaces (+/- 15%).
- (8) An oral examination is a time-limited examination discussion on specific topics and concrete questions to be answered. In oral examinations, students should prove that they have achieved the qualification objectives documented in the module descriptions, recognise the interrelationships of the examination area and are able to classify specific questions in these interrelationships. The duration of the examination shall be at least 10 and at most 20 minutes. The essential subjects and the result of the examination shall be recorded in a protocol. The result shall be communicated immediately.
- (9) A presentation is a systematic, structured oral presentation visually supported by suitable media (such as beamers, slides, posters, videos), in which specific topics or results are illustrated and summarised and complex issues are reduced to their essential core.

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

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

- (11) The course-related project work is a group work with which a defined goal is to be achieved in an interdisciplinary manner in several phases (initiation, problem definition, role allocation, idea generation, criteria development, decision, implementation, presentation, written evaluation) in a defined time. In the project work, the students should prove that they are able to solve complex tasks from their professional field in a team. The contribution to be assessed as examination performance in each case must be clearly individually recognisable and assessable. This also applies to the individual contribution to the group result. Project work includes a presentation of the results. The essential objects and results of the project work as well as the reasons for the assessment shall be recorded in a protocol. The result shall be communicated immediately.
- (12) A case study is a written treatment of a case study. The duration of the processing shall be at least 36 and at most 60 hours in accordance with the respective module description. In case studies, students shall prove that they are

able to master an entrepreneurial design task in a limited period of time with the help of their analytical knowledge and methodological competences corresponding to the qualification objectives.

- (13) Other forms of course-related examinations are permissible with the consent of the examination board. They must be announced to the university public before the beginning of the semester, stating the assessment criteria and processing time.
- (14) The assessment procedure for written examinations shall not exceed four weeks.

§ 18a Award of ECTS credits

- (1) ECTS credit points are granted for a module if the in the module description intended performance in connection with these examination regulations is proven.
- (2) The award of ECTS credit points does not necessarily require an examination, but the successful completion of the respective module.

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

A Assessment of the examination performance

- (1) The grades for the individual examination performances to be graded are determined by the respective examiners. The following grade levels are to be used:
 - 1 = very good (excellent performance)
 - 2 = good (performance significantly above average)
 - 3 = satisfactory (performance that meets average requirements)
meets)
 - 4 = sufficient (performance which, despite its deficiencies, still
meets the requirements)
 - 5 = insufficient (performance that no longer meets the requirements
due to significant deficiencies)

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

- (2) A graded module is successfully completed if the module examination has been assessed with at least "sufficient" (4.0), an ungraded module is successfully completed if the module examination has been assessed with "passed" or if the performances provided for in the module description have been proven.
- (3) If an ungraded examination performance is assessed by several examiners, it is deemed to have been completed if it has been assessed as "passed" by each examiner. If a graded examination is assessed by several examiners, it is deemed to have been passed if it has been assessed with at least "sufficient" (4.0) by each examiner.
- (4) If a graded examination performance is assessed by several examiners with at least the grade "sufficient" (4.0), the grade of the examination performance

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

B Module grades

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

C Overall grade

- (6) The Bachelor's examination is passed if the module examinations of all modules specified in the respective curriculum overviews in the special section and the Bachelor's thesis including its defence have been passed. Certificates of achievement in additional voluntary modules are not taken into account.
- (7) The overall grade is calculated from the weighted average of the module grades and the grade for the Bachelor's thesis including its defense. Paragraph 1, sentences 2 and 3 apply accordingly. The individual module grades and the Bachelor's thesis including its defence are weighted as follows within the framework of the overall Bachelor's grade:
- Each module grade is included in the overall grade with the percentage corresponding to the number of ECTS points assigned to the module multiplied by 0.5.
 - The Bachelor's thesis, including its defence, is included in the overall grade with a percentage of 16 %.
 - Insofar as study and examination achievements are credited in accordance with § 5 Para. 4 Sentence 2, but are not included in the calculation of the overall grade due to the lack of identity of the grading systems, or insofar as modules are only assessed as "passed" / "failed", the weighting of the remaining module grades in each case results from the multiplication of the ECTS points assigned to the module by 90 % divided by the total number of ECTS points included in the calculation:

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

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

(8) The overall grade is:

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

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

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

- (1) A certificate is issued for the passed Bachelor examination. The module grades and the ECTS credits allocated to the modules, the topic of the Bachelor thesis and the overall grade are to be included in the certificate.
- (2) In addition, a relative ECTS overall grade will be included in the transcript. Thereafter, the successful students will receive the grade
 - A the best 10 %
 - B the next 25
 - C the next 30
 - D the next 25
 - E the next 10%.

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

used as the reference group.

- (3) The certificate shall bear the date of the last examination. It shall be signed by the President and by a member of the Examining Board. On request, an English translation of the certificate will be provided.
- (4) Karlshochschule International University Karlsruhe awards the degree "Bachelor of Arts (B.A.)" after passing the Bachelor's examination.
- (5) At the same time as the certificate, the certificate of the Bachelor's degree with the date of the certificate is handed out. This certifies the award of the Bachelor's degree. The certificate is signed by the President and bears the seal of Karlshochschule International University Karlsruhe.
- (6) In addition, the graduate is issued with a "Diploma Supplement" in English, which contains information on the course content, the course of study and the academic and professional qualifications acquired with the degree, as well as the overall grade according to Paragraph 1 and the relative ECTS overall grade according to Paragraph 2. Certificates of achievement from additional modules are shown separately.
- (7) The "Diploma Supplement" bears the date of the certificate and is signed by a member of the examination board.