

Course Catalogue **2019 / 2020**

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General remarks

The removal of Tourism Management from our offered programs:

As of March 2019, it was confirmed by the Karlsruhochschule International University Presiding Committee to no longer offer Tourism as a specialization within our Management programs. Exchange students studying Tourism and Hospitality management are still more than welcome to join us at Karlsruhochschule for their semester abroad. To compensate for this removal, we will still offer a tourism specific module this winter semester 2019 /2020. The university still offers several modules in related management fields, such as events and arts & entertainments. Please refer to our courses offered for more information or alternatively contact the International Office for more details. We are sorry for any inconvenience caused.

General:

We recommended that incoming students **join one of our regular student cohorts**, e.g. International Business with an offered specialization. In addition, certain combinations of courses from different programs and semesters are possible.

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

There are also various languages offered at all levels. Please refer to the languages section to see what is on offer. Please note that languages and levels offered (CEFR) are subject to availability. Students are allowed to take up to two languages and are encouraged to take German.

Master level courses

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

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

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

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

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

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

Programs offered:

CORE	Core Curricular Modules
BMAE	Management with Arts and Entertainment
BMEV	Management with Event Management
BMMC	Management with Media Communication
BMMA	Management with Marketing
IBIM	International Business with Intercultural Management
IBRB	International Business with Responsible Business
IR	International Relations
PPE	Politics, Philosophy & Economics
MM	Masters (M.A) in Management with specializations

Specializations offered:

- *Brand*
- *Creativity & Innovation*
- *Cultural Change & Society*
- *Human Resources & Diversity*
- *New Media*
- *Sustainability*
- *General Management Modules*

(subject to availability based on pre-requisites and demand; contact the International Office for individual consultation)

Mandatory Module for Exchange Students

(SWCC) Scientific Writing Crash Course

All exchange students are required to take the Scientific Writing Crash Course module (x3 workshops) to focus development on academic writing capabilities. No assessment is given.

Language courses (fall/spring)

The classes are taught at different CEFR levels, availability of languages and specific levels depend on a minimum number of participants.

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

** requires an English language proficiency level of C1

*** subject to availability based on demand

German as a Foreign Language 1

Qualifications objectives of the module:

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

either

–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),

or

–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:

- 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 German-speaking world

Target level A1-A2, specifically:

- The basics of the phonetic and written form of the foreign language
- Basic grammatical structures
- Basic lexis
- Learning aids

Target level B1-B2, specifically:

- Consolidation of knowledge of the language in oral and grammatical exercises
- Extension of the general vocabulary and the basics of business vocabulary
- Specialised texts
- Learning aids

German as a Foreign Language 2

Qualification objectives of the module:

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

- deal with simple everyday situations in the spoken language,
- understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A2, with little knowledge of the language),

or

- 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).

or

- 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:

- 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.

Target level A2, specifically:

- The basics of the phonetic and written form of the foreign language
- Basic grammatical structures
- Basic lexis
- Learning aids
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Target level B1-B2, specifically:

- Consolidation of knowledge of the language in oral and grammatical exercises
- Extension of the general vocabulary and the basics of business vocabulary
- Specialised texts
- Learning aids

Courses offered in the Fall Semester 2019 / 2020

Preparatory Course

GL1	CORE	Intensive German course (beginners' level)	6
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First-year courses, Bachelor of Arts, Undergraduate

No.	Prog.	Title	ECTS-Credits
EFL1	CORE	English as a Foreign Language (Business English)	4 or 6
IMAN	CORE	Introduction to Management	5
RTMA	CORE	Re-Thinking Management: Culture, Society and Ethics	5
BENV	CORE	Business Environment (2 semester course)	8
SCIE	CORE	Introduction to Scientific Research Methods (2 semester course)	8
GECO	CORE	Global Economy	4
CUST	IBIM	Cultural Studies	4
SUDE	IBRB	Sustainable Development	4
MVRM	IBMA,	Marketing: Creating Values, Relations & Markets	4
MCAS	MMC	Media, Communication and Storytelling (GERMAN)	4
CTHF	AE	Culture: Theory, History and Forms (GERMAN)	4
EMEM	EV	Event, Management as Event, Event Management (GERMAN)	4
INIR	IR	Introduction to International Relations	5
INOR	IR	International Organizations	5
PHIL	PPE	Introduction in Philosophy	5
IPOS	PPE	Introduction in Political Science	5

Second-year courses, Bachelor of Arts, Undergraduate

No.	Prog.	Title	ECTS-Credits
LANG	GENR	Foreign Languages (selection of courses)	6
GL	GENR	German as a Foreign Language	6
AWE	GENR	Academic Writing	6

RESO	CORE	Resources: Financial Resources, Human Resources, Organization	6
IPRO	CORE	Introductory Company Project	6
VALS	IB	Global Value Supply Chains	6
ARST	IR, PPE	Area Studies	6
SISC	BMMC	Strategic and Integrated Communication	6
SENT	IBRB	Sustainable Entrepreneurship & Social Innovation	6
MIIC	IBMA	Marketing Strategy, Implementation and Controlling	6
SEDD	BMEV	Sustainable Events: Development and Design	6
SEDD	BMEV	Intercultural Human Resources Development	6
IABM	BMAE	Managing Culture Strategically: Institutional Arrangements and Business Models	6
ANTH	IR,PPE	Anthropology	6
CORE	IR,PPE	Conflict Resolution	6

Third-year courses, Bachelor of Arts, Undergraduate

No.	Prog.	Title	ECTS-Credits
JHCR	IR,PPE	Justice, Human and Constitutional Rights	6
ECIN	IR, PPE	Economic Institutionalism	6
LANG	IR,PPE	Foreign Languages (selection of courses)	6
CHIN	CORE	Change and Innovation	6

Third Year Elective Courses, Bachelor of Arts, Undergraduate; (Subject to Availability)

No.	Prog.	Title	ECTS-Credits
CIIB	CORE	Current Issues	6
ETGL	IR,PPE	Ethics and Globalization	6
ETSU	IR,PPE	Ethics and Sustainability	6
ETPR	IR,PPE	Ethics in Practice	6
FLAB	CORE	Marketing FutureLab	6
INITM	CORE	Internationalizing Tourism Management : Field Studies	6
INACM	CORE	Internationalizing Arts and Cultural Management	6

Fourth-year courses, Master of Arts

General modules:

CMAC	MM	Culture, Markets & Consumption	5
NORU	MM	Governance: Norms, Rules & Rituals	5
STRT	MM	Strategic Practice	5
POCO	MM	Power & Conflict	5

Specialization modules:

CRIN	MM	Creative Industries	5
SONE	MM	Social Networks	5
DORC	MM	Diversity & Organizational Culture	5
BRAS	MM	Brand Strategies	5

DCMA	BMMA	Digital Channel Management	6
DIGA	BMMC	Digitalisation, Interactivity and Gamification	6
CAAC	BMAE	Challenging Actors in Arts and Entertainment	6
CDCI	BMEV	Challenging Creativity to Develop Inspiring Events	6
IFAS	CORE	International & Sustainable Finance	6
ICOL	IR,PPE	International Collaboration	6

Fourth-year courses (Master of Arts)

General modules:

CUTU	MM	Key Concepts for the Study of Management as Culture: Cultural Turns	5
LERE	MM	Controlling: Leading for Results	5
BUSA	MM	Business Analysis	5
RHES	MM	Rhetorics and Stylistics	5

Specialization modules (3 to 4 out of the following, depending on demand):

CRCO	MM	Creativity in Context	5
CSIC	MM	Culture & Society in Change: History & Trends	5
IDTY	MM	Identity	5
ABRA	MM	Approaching Brands	5
NECU	MM	New Media Culture	5
ASUS	MM	Approaching Sustainability	5

Module Descriptions

English as a Foreign Language (Business English) 1

<p>Objectives:</p> <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>	
<p>Content:</p> <p>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 audiovisual media, systematic grammar revision etc.</p>	
<p>Learning Methods:</p> <p>Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production.</p>	
<p>Special features are specified at the beginning of the semester.</p>	

English as a Foreign Language 2

Qualification objectives of the module	Students who have successfully participated in this module will be able to:
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	<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	Introduction to advanced business English terminology and vocabulary for specific purposes on an abstract and idiomatic level, advanced communication skills (written and oral), application of knowledge and skills in complex role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.
Teaching and learning methods of the module	Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.

Introduction to Management

Duration: 1 Semester

Learning Outcomes:

Students who have successfully completed this module are able to:

- 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.

Module Content

- 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 Methods

Interactive lecture, exercises for the application of qualitative and quantitative methods to management tasks; case studies

The lecture is designed as an 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.

Re-Thinking Management: Culture, Society, Ethics

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. At the same time, it prepares students for the main areas of study and explains the integrative context of the course of study.

Students who have successfully completed this module are able:

- 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, ego and globe" within the framework of a moderated topic-centered interaction.

- 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

- to reflect, understand and interpret the integrative context of the programme with regard to its importance for their own professional development and lifelong learning

Content of the Module

- Historical development and contingency of the economic system and organizations
- Individual, sociality, (inter-)relation and institution
 - Methodological individualism
 - Methodological holism
 - Mediating approaches (e.g. Bourdieu, Elias, Beck, Giddens)
 - Relational approaches, network theories
 - Institutions (institutional theories, logics, practices)
- Definition and historical genesis of the management concept
- Relationship between (European / Eurocentric) modernity and management
- Critical management: perspectives, approaches, concepts, reflexivity, perspectives
- Cultural Turns, in particular
 - Interpretive Turn
 - Performative turn
 - Practice Turn
 - Spatial turn
 - Postcolonial Turn
 - Translational turn
 - Narrative turn
 - Iconic Turn
 - Relational Turn
 - Integral Turn
- Interpretation, hermeneutics, phenomenology
- Introduction to ethics
 - Virtue ethics
 - Deontological approaches
 - consequentialism
 - Ethics of discourse
- Business Ethics
 - Homann
 - Wieland
 - Ulrich

- Further approaches
- Relationship between ethics and economy
 - Levels of responsibility
 - System levels
 - Levels of integration
- Importance and application of ethics in organization, leadership and management
- Corporate Social Responsibility
- Possibilities of reintegrating practice, poetry and phrónêsis
- Integrative context of the programme
- Classification and critical reflection of the importance of the management cycle in relation to management theory:
- ReThinking of specific management functions
- Moderated reflection

Business Environment

Duration: 2 Semesters

Qualification objectives of the module

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

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

Content of the module

- Political, economic, social, technological, environmental and legal conditions for entrepreneurial activities
- Decision-makers, instruments and objectives of economic policy
- The importance of political institutions and relations for entrepreneurial activities
- Economic systems
- Basic principles of macro-economics
- Analysis of economic circulation and macro-economic accounting
- Development of economic indicators

- Main areas of macro-economics
- Societal and demographic framework for entrepreneurial activities
- The role of law in regulating interaction in society and as a location factor
- Public law: guarantee of freedom and a reliable legal framework
- Forms of civil law relevant to entrepreneurial activities. e.g.:
 - Basic principles of sales contracts
 - Basic principles of contracts for work and labour
 - Basic principles of company law
 - Basic principles of trade law
 - Basic principles of labour law
- Comparison of different legal cultures and forms of cross-border business ventures
- PESTEL analysis

Introduction to Scientific Research Methods

Duration: 2 Semesters

Qualification objectives of the module

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

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

Content of the module

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

Global Economy

Duration: 1 Semester

Qualification objectives of the module

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

Explain the evolution of the globalization phenomena from the history of commerce and trade

Delineate basic concepts and theories used to define and analyze internationalization and globalization taking an interdisciplinary perspective

Identify factors that promote or impede international economic activity and identify the disparity across countries or geographic borders

Identify major trends that are disrupting economic activity across borders

Identify major institutions at the international level (IGOs, governments and transnational corporations & MNCs) that effect individual business or the industry in terms of organizational type and strategy, as well as the processes involved in doing business abroad

Analyze, evaluate and recommend the globalization and internationalization process for countries, firms and managers

Content of the module

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

Cultural Studies

Duration: 1 Semester

Qualification objectives of the module

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

- identify the cultural fundament of political, social and economic practice.
- recognize the polysemy of the term culture and classify its various definitions according to their respective viewpoint (narrow, extended closed, open) and their adscription to a discipline (e.g. cultural anthropology, economy, sociology).
 - applying postmodern theory (identity, critical theory), describe culture as a social construct.
 - critically reflect on their own culture from the point of view of economic geography and cultural anthropology.
 - apply methods of cultural analysis (e.g. symbolic meanings, rituals, myths, vision and style).
 - re-construct and illustrate elements of the own culture from a socio-historic perspective.

Content of the module:

- Variants of the concept of culture
- Cultural theory: models and disciplines
- Central concepts related to culture (life-world (Lebenswelt), value system, cohesion, liquidity, fuzziness, collective memory, identity)
- Critical reflection on own cultural history
- Description and analysis of culture: macro-, micro- and meso-analytical approaches

Social Responsible Business & Society

Duration: 1 semester

Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none">– Cover relevant theories that impact this field like Max Weber theory of social development, stakeholder theory, agency theory, institutional theory; Corporate Constitutionalism and Corporate Citizenship.– Appreciate the need for the social responsibility of business and society in light of the SDGs, corporate governance and ethics.
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	<ul style="list-style-type: none"> - Differentiate between CSR greenwashing, legal requirements, policy incentives, socially driven purpose and the role of religion (zakat) in organizations/culture. - Debate the conflicting claims of Global South versus Global North on economic gains versus environmental protection - Analyze the role of impact funds and socially responsible investments in social innovation and grassroots sustainable development - Explain responsible competitiveness, brokerage, value co-creation and the role of PPP. - Apply the theory of change and find impact measurement tools for case scenarios presented.
<p>Content of the module</p>	<p>The course content includes:</p> <ul style="list-style-type: none"> - A theoretical foundation of social responsible business and society - the debates and controversies - Using examples find the push and pull factors for social responsibility and the short-term and long-term implications of strategies and policies at a local and global level. - Key sustainability concepts: weak vs. strong sustainability, intergenerational equity, triple bottom line - Social and cultural dimensions of sustainability - The role of actors in adoption of social responsibility and the need for PPP - for example community organizing - Global imbalances and conflicts in social responsibility - Interdependencies between global trade, inequalities between regions, (non) competitive advantages, regulation and the environment degradation - Methods for Impact measurement needed in sustainable development using for example theory of change etc. <p>The above content will be brought out and discussed with the help of diverse case studies.</p>

Teaching and learning methods of the module	The course is organized around lectures and case studies aimed at illustrating important concepts and then debating them in class
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Marketing: Creating Values, Relations and Markets

Duration: 1 Semester

Qualification objectives of the module

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

- 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:

- Marketing theory (generic concept, market orientation)
- Customer Value & Value-Based Marketing
- Introduction into consumer behavior and market research
- Introduction into strategic marketing (segmentation, positioning, targeting)
- Marketing Channels: Pricing & Distribution
- Integrated communication and relationship marketing
- Sustainable Marketing („Environmental Imperative“)
- Market system dynamics

Media, Communication and Storytelling

Qualifications of the Module:

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

- den Gegenstand der Kommunikation sowie grundlegende Modelle, Konzepte und Theorien zu definieren
- interdisziplinäre Ansätze auf Erzählungen zu verstehen
- das Wissen der Narratologie auf ökonomische Zielsysteme zu beziehen
- die Kommunikation in kulturelle Kontexte zu reflektieren
- zur gesellschaftlichen Verantwortung der Medien Stellung zu nehmen
- die Elemente, Dynamiken und die Verwendung von Erzählungen zu verstehen, insbesondere Elemente transmedialen und multimedialen Erzählens
- die wesentlichen Handlungsfelder und –parameter in der Medien- und Kommunikationsbranche zu kennen sowie Kompetenzbereiche, Aufgabengebiete und Berufsbilder darin zu beschreiben
- kommunikative Praxen aus der Perspektive der narrative turns zu reflektieren

Content of the Module:

- Rolle von Erzählungen in Kommunikation und Kultur
- Interdisziplinäre Ansätze der Erzähl-, Kommunikations- und Medientheorien
- Medienstrategien und –formate in verschiedenen Medienkulturen (Fernsehen, Radio, Printmedien, digitale Medien)
- Rolle der Medien im Spannungsfeld von Wirtschaft, Gesellschaft und Kultur, insbesondere hinsichtlich medienethischer Fragen
- Elemente von Dramaturgie und Narratologie (Einheit von Zeit, Raum und Handlung; Aktstruktur, Figuren, Story/Plot, Setting, Thema, Stil, Genre, Spannung etc.)
- Eigenschaften von Transmedia Storytelling
- Kreatives Schreiben für Literatur, Nachrichten und visuelle Medien

Culture: Theory, History and Forms

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

- die historische Wechselwirkung von künstlerischen, wissenschaftlichen, ökonomischen, technologischen und medialen Entwicklungen exemplarisch interdisziplinär zu analysieren,
- zentrale Positionen der Kulturwissenschaften (insbes. Kunst-, Medien- und Kulturtheorie) zu erläutern,
- kulturelle Formen in ihrer Doppelrolle als künstlerische Werke und auch als Marken innerhalb der Entertainmentindustrie zu beschreiben,
- verschiedene Theorien und Ansätze der Kunst- und Medienrezeption zu klassifizieren,
- wichtige Akteure und Tätigkeitsbereiche im Spannungsverhältnis zwischen Kultur und Ökonomie und dessen gesellschaftlich-ethischen Implikationen zu beschreiben und die Relevanz einer ‚übersetzenden‘ Rolle zwischen beiden Sphäre zu verstehen,
- die wesentlichen Handlungsfelder und – parameter in der Medienbranche und im Kulturmanagement zu kennen sowie Kompetenzbereiche, Aufgabefelder und Berufsbilder darin zu beschreiben,
- die daran relevanten beruflichen Praxen aus der Perspektive des Translational Turns zu reflektieren,
- die Typen, Organisationsformen, Geschäftsmodelle, zentralen Formate Interaktionsmuster, Erwartungen und Interessen der Akteure in kulturellen Industrien (Visuelle Kunst, Darstellende Kunst, Musik, Film/Fernsehen, Literatur, Games) zu differenzieren.

Inhalt des Moduls

- Übersicht über zentrale Diskurse der Medien-, Kultur- und Kunsttheorie im 20. und 21. Jahrhundert insbesondere mit Blick auf die Rolle von Kunst in der Gesellschaft
- Theorien und Perspektiven des Translational Turn
- Exemplarische interdisziplinäre Vorstellung von internationalen historischen Umbruch- oder Übergangssituationen und deren Aus- bzw. Wechselwirkungen in Kunst, Wissenschaft, Wirtschaft, Politik und anderen Gesellschaftsbereichen, insbesondere zur Industrialisierung des Kunstsystems
- Diskussion ausgewählter Beispiele von Marken der Unterhaltungsindustrie, deren strategischen Positionierung, Einbettung in Geschäftsmodelle, gesellschaftlicher Rolle sowie Zuschauerformationen
- Überblick über die Kulturindustrien sowie zentrale Managementfelder (z.B. Fundraising, Vermittlung, Marketing, Führung)
- Einführung in das Feld der Kultur- und Kreativindustrien (wirtschaftliche Relevanz, verschiedene kreative/kulturelle Felder, politische/wirtschaftliche Fördermöglichkeiten)
- die jeweilige Bedeutung, das spezifische Rollenverständnis, Netzwerk- und Interaktionspraxis von Akteuren und Stakeholdern des nationalen Mediensystems: relevante Institutionen, Organisationen, Staat, öffentlichrechtliche und privatrechtliche Intermediäre, Medienhäuser, Agenturen und andere Dienstleister, Journalisten, Kommunikatoren, Rezipienten
- Kultur-, Kunst- und Medienrecht (Vertragsrecht, Arbeitsrecht, Urheberrecht)

Event, Management als Event, Event Management

Qualifications of the Module:

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

- den performative turn in die „cultural turns“ einzuordnen und aus dieser Perspektive sowohl das Phänomen „Event,“ als auch Managementpraxen zu beschreiben
- die Einbettung von performativen Akten, insbesondere von sozial-kulturellen Ereignissen in ökonomische Zielsysteme, individuelle und kollektive Identitätspolitik sowie weitere kulturelle Kontexte zu verstehen
- die Eigenschaften von Dienstleistungen zu definieren und die besonderen Herausforderungen in ihrem Management zu beschreiben
- Kompetenzbereiche, Aufgabenfelder und Berufsbilder in den Serviceindustrien mit besonderem Fokus auf der Eventindustrie zu beschreiben
- die Eventbranche zu definieren, in einen soziokulturellen Kontext einzuordnen, hinsichtlich ihrer unterschiedlichen Facetten und Perspektiven zu beschreiben und gegenüber anderen Dienstleistungsbranchen abzugrenzen,
- relevante Journals und Fachzeitschriften hinsichtlich ihrer Zielgruppen, inhaltlichen Ausrichtung, Erscheinungsmodi etc. zu beschreiben,
- am Beispiel eines realen Fallbeispiels die in der Branche angewandten Methoden und Instrumente feststellen und einordnen zu können,
- den Stand der Theoriebildung und wissenschaftlichen Auseinandersetzung mit aktuellen Themen aus dem Überschneidungsbereich von Event und Management zu erkennen

Content of the Module:

- Positionen der Inszenierungs- und Performanztheorie und der Debatten um den Performative Turn und Authentizität
- Theorien zum Spannungsverhältnis von Identität und Rolle und Erfahrung dieser Spannungsverhältnisse im Rahmen eines Schauspielworkshops
- Serving: Einführung in das Dienstleistungsmanagement, Service-Dominant Logic
- Staging: Raumzeitliche Inszenierung von Produkten, kulturellen Formaten oder sozialen Ereignissen
- Selling: geschäftliche Transaktionen aus einer interaktionsfokussierten Perspektive
- Einordnung des Fachgebiets Eventmanagement als wissenschaftliche Disziplin (Forschungsstand, Fachliteratur etc.)
- Charakteristika und Strukturen des Managements von Events in der Praxis
- Inhaltliche Dimensionen des Managements von Events im Überblick (Hardware, Software, Wirtschaftlichkeit (Wertschöpfungskette etc.), Organisation, Akteure und Netzwerke)
- Analyse und Bewertung ausgewählter Praxisbeispiele unter Hinweis auf gängige Methoden und Instrumente

Introduction to International Relations

Duration: 1 Semester

Qualification objectives of the module

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

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

Content of the module

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

International Organizations

Duration: 1 Semester

Qualification objectives of the module

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

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

Content of the module

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

Introduction in Philosophy

Learning outcomes of the module:

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

- distinguish different systems and sub-disciplines of philosophy and describe the key questions and concepts from each of the main areas, i.e. Logic, Metaphysics/Ontology, Epistemology, Philosophy of Knowledge and Science, Philosophy of Language, Philosophy of Mind, Ethics, Political Philosophy and Aesthetics
- reason, i.e., reflect and express philosophical ideas and argumentations in an organized and logical consistent way, and examine and evaluate arguments and their representation

- discuss and analyse philosophical questions and issues or positions like scepticism, free will, personal identity, realism vs. antirealism, the mind/body problem, utilitarianism vs. deontology, ethical obligations, moral relativism vs. universalism, justice, practical wisdom
- critically evaluate major contributions to the history of philosophy and contemporary philosophy

Content of the Module:

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

Introduction in Political Science

Learning outcomes of the Module:

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

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

- describe the major theoretical and methodological approaches in the field of political science and apply (empirical) research methods in the field of modern political science

Content of the module:

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

Resources: Financial Resources, Human Resources, Organization

Duration: 1 Semester

Qualification objectives of the module

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

- execute strategy based through a management process where they
 - assess
 - select
 - recruit/procure
 - organize
 - allocate &
 - developfinancial and human resources,
- manage resources in a purposeful way in the context of varying conditions (“constraints”), strategies and conflict situations (“tensions”),
- apply different methods of researching and making decisions regarding the procurement measures required in a company,
- describe the tasks and instruments of financial management (financial consequences of productivity-based decisions, alternative forms of financing, short and long-term financial and liquidity planning, capital expenditure budgeting including its mathematical principles),
- understand the role of human resource management within the context of general management, explain and critically question the most important structures and processes of HRM and apply selected methods and tools of personnel management,
- analyse the composition of the organization and its formal structure, interpret the objectives and conditions of structuring an organization and assess organization structures with a view to the situation and cultural context.

Content of the module

- Differentiation between the factors work and capital
- The interrelation between productivity-based and financial decisions in a company
- Decisions on the employment of capital (principles, static and dynamic methods of capital expenditures budgeting)
- Decisions on the procurement of capital (systemisation and presentation of various financing types)
- Tasks and instruments of financial management
- Principles of financial and liquidity planning
- Development and implementation of HR strategies
- HR planning and procurement
- HR selection

- Personnel leadership, employee loyalty, personnel development
- Views of man, work structuring, motivation, performance and reward
- Conditions, objectives and concept of international HRM
- Diversity as a challenge for personnel development
- Interdependency between the organization and the individual
- Organization with the context of starting a company
- The organization from an institutional, functional and instrumental perspective
- Organizational conditions and tensions
- Structures and processes in conflict areas of formal and informal organization
- The impact of corporate culture on organization structuring

Introductory Company Project

Duration: 1 Semester

Qualification objectives of the module

In teams of 5-6 participants, the students find a project (from a pool of external projects), plan it autonomously and implement it as far as it is feasible, starting with the generation of an idea and concluding with a presentation of the results. In this process, they learn creative techniques and project management methods and develop communication and team-working skills.

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

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

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

Content of the module

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

- Implement controlling instruments
- Overview of the architecture and application of selected project tools
- Teambuilding, communication in a project, conflict management and crisis management
- Revision and critical analysis

Global Value Supply Chains

Duration: 1 Semester

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> - Explain the concept of global value chains (supply side) from a business transactional cost point of view - Understand the evolution of logistics, transportation centres and new technologies to explain future disruptions - Assess the importance of the operations management function for organizations to remain competitive in today's global business environment - employ appropriate operation management frameworks, concepts, methods, tools and techniques for analysis of transactional costs, risk and gain, to help in decision-making and implementation of operations and logistics in a national and international context - comprehend the complexities involved in global sourcing and logistics, to recognise sustainability issues in operations and to integrate sustainable operations into the key activities of operations strategy - evaluate supply chains from a sustainability point of view and to apply interdisciplinary methodologies designed to reduce the environmental impact during a life-cycle
<p>Content of the module</p>	<ul style="list-style-type: none"> - terminology and definition of global value systems, supply chains and operation management and the terminology - Identify resources and capabilities and key concepts involved in designing and managing and delivering business value (goods and services) and for Sustainable Operations Strategy - Fundamental tools and techniques for analyzing operations, including demand

	<p>forecasting, process management, capacity planning, inventory management</p> <ul style="list-style-type: none"> - Use tools for analysis, planning and monitoring logistics, supply chain management and quality control, like logistic network design, JIT, lean management, flow, Six-Sigma design for the Environment and Remanufacturing, Closed-Loop Supply Chains, Eco-Efficiency, Metrics, Indicators - Explain the policy, industry and firm level implications of outsourcing or moving manufacturing to cheaper markets to reduce costs using cases.
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Visit Europapark to review logistics (combined with IPRO) or another company to see logistics and understand GVSC

Academic Writing

Duration: 1 Semester

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

Area Studies

Duration: 1 Semester

Qualification objectives of the module

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

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

Content of the module

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

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

- **Latin American studies**
- **Anglo-American studies**
- **Arabic studies**
- **East /South-East Asian studies.**

Strategic and Integrated Communication

Duration: 1 Semester

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – 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
<p>Content of the module</p>	<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 – Alternative Marketing – Events Marketing – Public Relations and Sponsorship Programs – Ethical Concerns – Evaluating an Integrated Marketing Program – Wertschöpfungsketten und Akteursnetzwerke verschiedener Medienindustrien – Organisation und Management von spezifischen Projektportfolios (Geschichten, Skripte, technische Grundlagen)

	<ul style="list-style-type: none"> – Realisation von Projektportfolios im Bereich Medien und Kommunikation durch Nutzung von praktischen Produktionstechniken mit Schwerpunkt audiovisueller Medien (Skripterstellung, Dreh, Schnitt) – Management effektiver Dokumentation – Techniken gemeinschaftlicher Teamarbeit, Organisationstechniken, Projektmanagement
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

Sustainable Entrepreneurship & Social Innovation

Duration: 1 Semester

Qualification objectives of the module	<p>Students who have successfully participated in this module will:</p> <ul style="list-style-type: none"> – present a critical introduction to the role of entrepreneurship for a sustainable society – discuss the most basic concepts of entrepreneurship related to sustainable development – present theories and applications of social innovation in business and civil society – describe the necessary societal, political, economic, and personal drivers, enablers and barriers of sustainable development entrepreneurship and social innovation – apply different concepts of entrepreneurship and social innovation to the case of sustainable development – critically analyse and evaluate theories, models, concepts and applications of entrepreneurship and social innovation as regards their sustainable development impacts
Content of the module	<p>The course content includes:</p> <ul style="list-style-type: none"> – Introduction to entrepreneurship and its relevance for economic and societal evolution

	<ul style="list-style-type: none"> – Sustainable development-related entrepreneurship models: from ecopreneurship to social entrepreneurship – Theoretical background of social innovation: practice theory and sustainable development transitions – Business model innovation as social innovation – Managing and innovating in the third sector: entrepreneurship in civil society – Case studies in social entrepreneurship and social innovation – Entrepreneurial ethics and social responsibility
Teaching and learning methods of the module	Interactive seminar with case studies and theory session, guest lecturers from sustainable development practice
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Follow Social Innovation BW : http://socentbw.org

Marketing Strategy, Implementation and Controlling

Duration: 1 semester

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"> – develop marketing strategies as an consistent and integrated system of interrelated instruments – reflect marketing operations (strategy, implementation and control) from a holistic perspective – 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
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	<ul style="list-style-type: none"> – 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) – 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
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Intercultural Business Communication

Duration: 1 Semester

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"> – differentiate between the different levels of coding (e.g. degree of formality) and different sub-systems (e.g. verbal, non-verbal) used in communication and negotiation as well as implement them during a business interaction, – identify and assess the ways in which intercultural difficulties as well as synergies arise in communication, – recognize culturally specific management and organizational styles in an intercultural interaction, demonstrate empathy and take these into account in their own communicative actions, – conceptually differentiate interculturality from multiculturalism and transculturality, – apply these concepts in the analysis and interpretation of organisational culture. – apply synergy-oriented leadership strategies to intercultural team-building processes and cooperatively manage knowledge and communication in the context of intercultural organizations.
Content of the module	<ul style="list-style-type: none"> – Fundamentals of intercultural communication (e.g. meaning, language, interaction, culture as communication) – Semiotics and linguistics of intercultural business communication (e.g. identity, otherness, discourse, representation) – Culturally specific business and management styles – Intercultural change and leadership (e.g. organizational change, storytelling, leadership styles) – International organisational culture
Teaching and learning methods of the module	Interactive lecture with case studies

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Company games
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International Marketing Strategy

Duration: 1 Semester

Qualification objectives of the module

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

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

Content of the module

- Setting the learning outcomes of the module STRA into the marketing context (widening/deepening the previous topics),
 - Challenging Market-based and resource/asset based views on marketing strategy
 - Applying strategic analysis (external, incl. segmentation, internal)
 - Strategic intent, mission, goals and objectives
 - Strategy formulation, strategic alternatives, implementation and control
 - Strategic Content (also connected to Brand Strategy)
 - Organisational aspects of strategic implementation and strategic control
 - Applying an instrumental view on marketing strategy
 - Legal aspects (e.g. competition law, patent law)
- Information requirements as relevant to strategic analysis as well as analysis and selection of alternative marketing strategies to achieve an organisation's objectives (competitive advantages, competitive strategies)
- Cultural, political and legal environment of foreign markets in external analysis
- Decision whether to internationalise:
 - Motivation for internationalisation
 - Initiation of internationalisation
 - Assessment of international competitiveness
 - Setting priorities (such as regions or specific segments)

- Process from market selection via market entry and development to marketing program and foreign divestment, including among other topics:
 - o potential market assessment
 - o intended strategic market position
 - o market entry strategies
- Segmentation and selection of target markets (segmenting and targeting)
- Positioning and sustaining positions on target markets (Performance-to-Market)
- Strategic opportunities and challenges of globalisation respectively localization
- Linking marketing strategy and (instrumental/operational) execution
- Exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/ cases

Marketing Intelligence, Implementation and Controlling

Duration: 1 Semester

Qualification objectives of the module

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

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

Content of the module

- Marketing Intelligence principles, concepts and tools
- MI application areas, goals, organization, sources, and methods of the marketing intelligence process
- Trace, analyze, forecast and interpret behavior of customers and other entities relevant to marketing
- Ethical questions of marketing intelligence (data grabbing and mining)
- Marketing-specific project management methods and tools, planning, steering, management, implementation and controls
- Implementation of marketing programs by means of project management (among others Charter, Resource Management, Work-Breakdown Structure, Gantt-Charts, Milestones, Phases, Working Packages, Closing)
- Selected methods and tools for strategic and operational marketing controls
- measure and compare outcomes of marketing programs
- "Hard" and "soft" interventions and apply selected facilitation techniques (Marketing Plans, Marketing Budgets, KPIs in Marketing, Reviews, Interventions)

Sustainable Events Development and Design

Duration: 1 Semester

Qualification objectives of the module

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

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

Content of the module

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

Intercultural Human Resources Development

Duration: 1 Semester

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 discuss the conceptual interrelation of the understandings of culture, interculturality and competence. – critically define the term intercultural competence in detail, integrate it into their own behaviour and consider derived ethic aspects. – select appropriate contents and settings for intercultural training activities in business and organizational environments and apply a constructivist methodology. – reflect on the cultural specificity of intercultural training methods. – formulate suitable strategies of intercultural HRD in global organisations (e.g. regarding international recruiting, expatriation, global mobility, international talent management, etc.), using non-essentialist approaches (e.g. cosmopolitanism).
Content of the module	<ul style="list-style-type: none"> – Main research discussions around the concept of intercultural competence – New conceptual approaches (e.g. reflective intercultural competence, cosmopolitanism). – Intercultural competence training: methodology and design – Further activities for enhancing intercultural competence in organizations (coaching, consulting). – Strategic Intercultural HRD
Teaching and learning methods of the module	Interactive lecture, case studies, training units
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Intensive workshop for designing and carrying out intercultural training units with tutoring of professional trainers.

Managing Culture Strategically: Institutional Arrangements and Business Models

Duration: 1 Semester

Qualification objectives of the module	Students who have successfully participated in this module will be able to:
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	<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 an 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 – 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"> – Concepts of strategic management for application in the artistic and cultural field and their ethical implications – Current strategic issues of arts and cultural management in different institutions and social contexts – Fundamentals of financing in the culture industry, regional and state support of culture, cross-national financing (EU and UNESCO funded projects), sponsoring, foundations, fundraising – Revenue models in the media industry – Channel management (sequential distribution, pricing, bundling, digital channels) – Case studies in best practices of strategic management

	<ul style="list-style-type: none">– Applied interdisciplinary research methods for arts and cultural 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

Anthropology

Duration: 1 semester

Learning Outcomes of the Module:

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

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

Content of the Module:

1. The anthropological perspective
2. Historical development and colonial legacies of anthropology
3. Contemporary anthropology and challenges to ethnographic authority
4. Key anthropological theory and concepts and current debates in anthropology
5. Personhood and kinship
6. Beliefs, religion, human rights
7. Place, time and travelling
8. Power and conflict
9. Environment and economy
10. Artefacts, objects, materials
11. Consumption, fashion, food
12. Language, media, art
13. Sexuality, body, health
14. Ethnographic fieldwork and analysis

Conflict Resolution

Duration: 1 semester

Learning Outcomes of the Module:

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

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

Content of the module:

1. Theory of Conflict
2. Theories of Conflict Resolution: Concepts, Frameworks and Definitions
3. Origins, Foundations and Developments in the Discipline
4. Character, Types and Causes of Conflict
5. Approaches in Conflict Prevention
6. Addressing and containing Violent Conflict
7. Peacekeeping and Peacemaking
8. Peace Agreements and Political Settlements
9. Reconstruction, Reconciliation, Peacebuilding
10. Tools, Skills and Bargaining in Negotiations
11. Mediation, Negotiation, Arbitration, Collaborative Problem Solving, Peacekeeping Operations and Third Parties
12. Culture, Religion, Ethics in Conflict Resolution
13. Media, Communication, Language, Discourse

14. Globalization, World Politics, Cosmopolitan Conflict Resolution and the Tragedy of the Commons (e.g. in Environmental Issues)

Change and Innovation

Duration: 1 Semester

Qualification objectives of the module

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

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

Content of the module

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

Ethics and Globalization

Elective (subject to availability)

Duration: 1 Semester

Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none">- acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning ethics from a philosophical, economical, managerial and practical point of view- examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an understanding of ethical issues in different international and cultural contexts
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	<ul style="list-style-type: none"> - explain and assess controversies and debates around globalisation and develop various perspectives of ethics in relation to issues of globalisation - examine classical theories of development and recent critical theories of 'post-development' and critically discuss mainstream discourses of 'poverty' and 'lack' as characterizing specific societies - appreciate ethical issues and dilemma and the influence these issues have on management decision making, behaviour, policies, and practices
Content of the module	<ul style="list-style-type: none"> – Introduction to Ethical Theory – Concepts of Business Ethics (Homann, Ulrich, Wieland, – Globalization Discourse – Global Consumption Culture – Network Economy – Geopolitics – Boundless Nature – Transnationalism – Actor-Network Theory – Theories of Uneven Development
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).

Ethics and Sustainability

Elective (subject to availability)

Duration: 1 Semester

Qualification objectives of the module	Students who have successfully participated in this module will be able to:
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	<ul style="list-style-type: none"> - acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning business ethics from a philosophical, economical, managerial and practical point of view - examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an understanding of ethical issues in different international and cultural contexts - explain and assess controversies and debates around sustainability and develop various perspectives of ethics in relation to issues of sustainability - integrate economical, ecological and social sustainability and position themselves in topics like ethical/sustainable consumerism, the interdependency between capitalism, growth paradigms and the use of natural resources, post-growth and sharing economy - examine classical theories of development and recent critical theories of 'post-development' and critically discuss mainstream discourses of 'poverty' and 'lack' as characterizing specific societies - appreciate ethical issues and dilemma and the influence these issues have on management decision making, behaviour, policies, and practices
<p>Content of the module</p>	<ul style="list-style-type: none"> – Introduction to Ethical Theory – Concepts of Business Ethics (Homann, Ulrich, Wieland) – Sustainability Discourse – Ethical/Sustainable Consumerism,

	<ul style="list-style-type: none"> - Interdependency between Capitalism, Growth Paradigms and the Exploitation of Natural Resources, - Post-Growth and Sharing Economy - Theories of Uneven Development
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).

Ethics in Practice

Elective (subject to availability)

Duration: 1 Semester

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"> - acquire a critical understanding of different positions, approaches, concepts, discourses and schools concerning business ethics from a philosophical, economical, managerial and practical point of view - examine the historical and cultural context of ethical reasoning, practices and applications and demonstrate an understanding of ethical issues in different international and cultural contexts - identify, analyze and critically reflect on concrete moral dilemmas and the role of an integral responsibility in organization and leadership practice - contextualize and differentiate dilemmas as distinct from puzzles, ambivalences, trade-offs, and paradoxes
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	<ul style="list-style-type: none"> - to understand causes, dynamics, processes and effects of (moral) dilemma - develop preventive measurements and ways for coping or strategies, for dealing with moral dilemmas and their consequences - handle ambiguities and think in terms of imperfect solutions for moral problems, and integrating pre- or arational dimensions, including empathy and intuition
Content of the module	<ul style="list-style-type: none"> – Introduction to Ethical Theory – Concepts of Business Ethics (Homann, Ulrich, Wieland) – Definitions, context & specifics of (moral) dilemmas in past and current organization and leadership practices – Limitation of conventional rational-formal (ethical) approaches in economy and management – Learning from examples of dilemmatic situations and cases, especially related to (strategic) decision-making – Development, implications and consequences of (moral) dilemmas in organizational life-worlds and beyond – Various integrated coping strategies and competencies required for dealing with (moral) dilemmas – Proactive possibilities to avoid moral dilemmas
Teaching and learning methods of the module	<p>Interactive lecture, seminar style</p> <p>(possibly including serious play exercises with role-play, games, small group work, case study analysis, and presentations)</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>To promote scientific discourse, 1-2 guest lectures e.g. by scholars in the field of strategy will be integrated, if possible.</p>

	Self-study integrating online components and the university's internal download center
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Current Issues

Duration: 1 semester

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)
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Justice, Human and Constitutional Rights

Duration: 1 semester

Module-Nr./ Code	9.5.3 JHCR
Module title	Justice, Human and Constitutional Rights
If relevant, course units within the module	-
Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> – contrast various concepts of justice in political philosophy (e.g. utilitarianism, libertarianism, Aristotle, Kant, Marx, Rawls, Nozick etc.)

	<ul style="list-style-type: none"> –distinguish different positions in the global and social justice debate and it’s philosophical, historical and legal foundations and implications –critically reflect upon the scope and limitations of justice at the global level and the application of global justice arguments to key issues like distributive equality and poverty, environment and future generations, humanitarian intervention and institutions –appraise the impact of justice theory, justice discourses and human rights issues on the discipline of “international relations” and the field of “normative international political theory” as well as on international law and international politics –evaluate the (International) Human Rights discourse and its historical development in the context of philosophical debates on rights theory, justice and ethics as well as cultural, economic, political and social issues –analyse and discuss the content of core treaties in the field of international human rights law and international humanitarian law and critically examine various enforcement mechanisms –critically reflect the concept and purpose of a constitution and evaluate the interrelationship between the German Constitution (Grundgesetz), Human Rights and International Law, including the European Convention on Human Rights and European law
<p>Content of the module</p>	<ol style="list-style-type: none"> 1. The nature of Justice 2. Social Justice 3. Global and international ethics 4. The concept of Global Justice 5. Limits of Global Justice. Universalism vs. Self-Determination – Nations, States, Cultures 6. Key issues and case studies in Global Justice 7. International justice in International Relations Theory 8. Human Rights and Global Justice 9. History and development of the (natural and human) rights discourse 10. Theories of Rights and Human Rights Law

	11. Mechanisms for the vindication of human rights 12. Human rights in Public International Law 13. European Convention on Human Rights 14. Constitutional Law and the German Grundgesetz
Study Semester (or Trimester)	5 th semester
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	6

Economic Institutionalism

Duration: 1 Semester

Learning outcomes of the module	<p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> • identify, compare and distinguish institutionalism in economics, politics and sociology and its specific contribution to the respective field • distinguish various heterodox approaches to economic theory, categorize economic institutionalism in the realm of economic theory and differentiate old and new institutionalism • assess the meaning and importance of institutions for economic transactions and the social and cultural embedding of markets • apply institutional economics to various issues (e.g. market and contract failure, tragedy of the commons, information asymmetry, economic and organizational dynamics etc.) • critically reflect the challenges, shortcomings, future research opportunities and practical applicability of (economic) institutionalism
Content of the module	<ol style="list-style-type: none"> 1. Institutionalism in economics, politics and sociology 2. Heterodox economic theory 3. Old and new institutional economics (e.g. Veblen, Hayek, Common; Coase, North, Williamson)

	<ul style="list-style-type: none"> 4. Markets & organizations 5. Information in society 6. Behavioural theory of the firm 7. Agency theory 8. Transaction cost economics 9. Evolutionary economics 10. Market and contract failures 11. Fairness, cooperation and reciprocity 12. Social preferences 13. Collective action
Duration of module	Single semester
Frequency of module	Once a year
Number of allocated ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	<p>Total workload = 180 hours</p> <p>(contact hours = 42, self-study = 138 hours)</p>

Marketing FutureLab

Duration: 1 Semester

Module-Nr./ Code	3.5.2 FLAB
Module title	Marketing FutureLab
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	Each year
Entry requirements	None
Applicability of the module	<p>The contents and goals of the module are closely linked to the parallel module CHIN and shall prepare for the thesis (especially preparing the process of identifying new research topics).</p> <p>No applicability of the module to other programs.</p>
Person responsible for the module	Prof. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Björn Bohnenkamp 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)

Internationalizing Tourism Management: Field Studies

Semester: 5 - ITM
Kennziffer 4.5.2 INTM

Aufwand 6 ECTS Credits - 4 Semesterwochenstunden

Unterrichtssprache Englisch

Art der Lehreinheit Spezialisierungsmodul

Studiengangart FH-Bachelorstudiengang - Vollzeit

Zyklus Bachelor

Fachverantwortlicher Prof. Dr. Dr. Björn Bohnenkamp

Koordinator

1 Fachbeschreibung • Approaches and theories of internationalization in tourism management

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

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

- evaluate the attractiveness of domestic international tourism markets and assess the frameworks for tourism companies to work internationally
- apply interdisciplinary strategies and concepts of internationalization in practice
- evaluate and contrast internationalization efforts as multidimensional, (inter)cultural and performative processes from diverse global and local perspectives
- appraise the impact of ethics and social responsibility on international tourism management activities
- foster in-depth knowledge and understand phenomena/trends in international media markets

3 Vorausgesetztes Wissen

4 Vorbereitung

5 E-Learning

6 Kommentar Applicability of the module

This module is connected to all other speciality modules, and especially 4.5.1 CURR since CURR provides an understanding of current issues. It is also connected to 4.2.1 KMTO as the markets are now positioned in an international perspective. For the general management modules, the clear links are 0.5.1 EIMx and 0.5.2 CHIN alongside 0.5.3 ARST and all the English and foreign language modules.

No applicability of the module to other programs.

Teaching and learning methods of the module

- Interactive lectures
- Field Studies
- Project Work

Internationalizing Arts and Cultural Management: Field Studies

Semester: 5 - KKM
Kennziffer 6.5.2 INACM

Aufwand 6 ECTS Credits - 4 Semesterwochenstunden

Unterrichtssprache Englisch

Art der Lehreinheit Spezialisierungsmodul

Studiengang FH-Bachelorstudiengang - Vollzeit

Zyklus Bachelor

Fachverantwortlicher Prof. Dr. Dr. Björn Bohnenkamp

Koordinator

1 Fachbeschreibung • Approaches and theories of internationalization in arts and cultural management

- Strategies and multidimensional (inter)cultural and performative concepts of internationalization
 - Action plans, frameworks and identification of resources for internationalization efforts
 - Ethnographic field studies as part of a qualitative research methodology
 - Ethics and social responsibilities as part of international arts and cultural management activities
 - Designing internationalization projects and project ideas in relation to students' core competencies
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2 Lernziele Students who have successfully participated in this module will be able to:

- evaluate relevant international dimensions of the field of arts and cultural management in general and different artistic institutions specifically
 - apply interdisciplinary strategies and concepts for internationalization in practice
 - evaluate and contrast internationalization efforts as multidimensional, (inter)cultural and performative processes from diverse global and local perspectives
 - appraise the impact of ethics and social responsibility on international arts and cultural management activities
 - foster in-depth knowledge and understand phenomena/trends in the international artistic and cultural field
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3 Vorausgesetztes Wissen

4 Vorbereitung

5 E-Learning

6 Kommentar Applicability of the module

Interconnections with all specific ACM modules, international content of the general management modules as well as foreign languages and Area Studies.

No applicability of the module to other programs.

Teaching and learning methods of the module

- Interactive lectures
- Field Studies
- Project Work

Special features (e.g. online activities, event/company visits, guest speakers, etc.)

Experiences abroad

Culture, Markets & Consumption

Duration: 1 Semester

Duration of module	One semester
Teaching language	English
Assessment type / requirement for the award of credits	Project
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none">- to describe the economy as a cultural phenomenon.- to understand markets as culturally shaped arenas ("markets are conversations").- to analyze and differentiate between consumption and consumer cultures, taking into account intercultural differences.- to throw light on how people produce meaning with their consumption. - to reflect on which strategies and measures organizations use to relate to this (marketing and brand management).- to identify which actors (inter)act in these arenas and what their relationships are with each other.- to effectively apply the "arena, actor, agenda" terms for the analysis of real contexts.
Content of the module	<ul style="list-style-type: none">- Consumer culture theory- Objects, exchange, interaction- Signs, symbols, sense- Subjects, society, capital- The social construction of markets

	<p>and arenas</p> <ul style="list-style-type: none"> - Material culture and consumer culture <ul style="list-style-type: none"> - Consumer identity - Liminal consumption - Consumption as political and moral practice - Identifying (hidden) agendas
Teaching and learning methods of the module	Field Study in the form of an Edutour
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Students do field research, selecting a research topic, analyzing the relevant arena, identifying stakeholders, conducting a stakeholder analysis and investigating different agendas and the resulting discourses and interactional dynamics

Governance: Norms, Rules & Rituals

Duration: 1 Semester

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> - to analyze and apply norms, rules, and rituals as management instruments. - to describe how norms are institutionalized in the form of rules and rituals. - to develop governance principles for different types of organizations. - to explain the effect of norms, rules, and rituals on and in organizations and apply this understanding to their respective role as manager, employee, colleague or consultant. - to identify intercultural differences in the application and effect of norms, rules, and rituals.
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Content of the module	<ul style="list-style-type: none"> - Institutions - The emergence of norms and rules in social communities - Evolution, Institutionalization and Diffusion of Norms - Societal effects of norms - Functions and limitations of normative governance - Governance principles and adaptation - Interpretative approaches to norms and rules - Rituals: performance, orientation, interpretation
Teaching and learning methods of the module	Interactive lecture, seminar style
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>To promote scientific discourse, 1-2 guest lectures e.g. by practitioners in the field of corporate governance or a company excursion will be integrated, if possible.</p> <p>Self-study integrating online components such as Skype, Dropbox and the university's internal download center.</p>

Strategic Practice

Duration: 1 Semester

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> - to identify, analyze and critically reflect on concrete strategies for the construction and interaction of a venture with its social environment. - to evaluate the relative strength (balance of forces) of different strategic positions as a basis for decisions and to examine strategic decision-making situations with two or more decision-makers in conflict
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	<p>and/or in agreement with the help of suitable approaches (e.g. game theory).</p> <ul style="list-style-type: none"> - to interpret the classics of strategy and apply them to generate approaches to current issues. - to develop own strategies, taking into account their effects. - to think in terms of imperfect solutions for unsolvable strategic problems, integrating prerational behavior.
Content of the module	<ul style="list-style-type: none"> - Definition of strategy - The strategy process - General and corporate strategy - Classical strategic thinkers - Strategic thinking - Strategic practice(s) - Strategic cooperation - Behavioural game theory - Strategic moves and figures - Prerational methods: intuition, emotion, dream
Teaching and learning methods of the module	Interactive lecture, seminar style
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>To promote scientific discourse, 1-2 guest lectures e.g. by scholars in the field of strategy will be integrated, if possible.</p> <p>Self-study integrating online components such as Skype, Dropbox and the university's internal download center</p>

Power & Conflict

Duration: 1 Semester

Qualifications objectives of the module:

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

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

Content of the module:

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

Teaching and Learning Methods:

- Simulations, Role plays and other “perception intensifiers” (systemic constellations, exploring metaphors) in varying group settings
- Interactive reflections about observations in roleplay exercises, and about knowledge and ideas gained from reading the literature
- Interactive presentations
- Micro Teaching

Creative Industries

Duration: 1 Semester

Qualification objectives of the module:

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

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

Content of the module:

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

Teaching and learning methods of the module:

- *Interactive seminar*
- *Exercises in groups*

- *Excursions to creative regions and their organizations, such as Berlin or Copenhagen.*
- *Practical examples and case studies*

Social Networks

Duration: 1 Semester

Qualification objectives of the module:

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

- to define the most important terms related to the theory of “social networks” and to understand social networks from a theoretical point of view, based on the example of new media.
- to identify and explore application examples for relevance with regard to network research in the area of new media.
- to apply qualitative and quantitative methods of network research to investigate communication-related phenomena in the area of new media.
- to identify the most important key persons in a network.
- to reflect on how contents spread within social networks, applying network theory.

Content of the module:

- The Structure of Human Connections
- Why are People Connected?
- How are People Connected?
- Introduction to Network Analysis
- The Network Perspective
- Social Network Analysis
- Network Data
- Network Metrics (e.g. Centrality)
- Networks in Time and Space
- Diffusion of Innovation and Ideas
- Geographical Networks
- Hands-On
- Learning Network Tools

Teaching and learning methods of the module:

The students learn the essential theoretical contents of the module in two blocks, discussing practical applications and receiving an introduction to the actual analytical instruments.

In project work, the students analyze networks they have selected, in which research questions/designs are developed. These are discussed by colleagues and the presenter. Following this, the necessary data for the project are collected and the final analysis is conducted.

Diversity & Organizational Culture

Duration: 1 Semester

Qualification objectives of the module:

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

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

Content of the module:

The two courses DORC and DILE build on one another, and are structured along the four quadrants in the Analytical framework for Inclusion (adapted from Rao et al. 2016): In DORC the focus is on dimensions related to organizational cultures: 1) consciousness and capabilities and 2) social norms and deep structures.

In DILE, on understanding the tools and actions leaders have at their disposal, such as: aligning 3) the organization's material and non-material resources and 4) HR rules and policies, to create an inclusive organization.

Specific topics for DORC:

- Construction of diversity through an emergent, social action in organizations (interpretative)
- Construction of diversity through an ideological, political interaction (inclusion/exclusion processes)
- Construction of diversity through discursive action (effects of power and dominance)
- Context of diversity, "doing being diverse" as a methodological principle
- Intersectional approach to diversity
- Theory of gendered organizations
- Organizational learning, sense-making processes in organizations

Brand Strategies

Qualifications of the module:

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

- to understand that brands need to win themselves a place in the social arenas (economy, law, politics, culture), on the one hand, and in the awareness of consumers, on the other hand, in the competition with other brands.
- to apply the concept of brands to people, places, lifestyle and to understand its role in creation of cultural movements, brand energy and development of customer allegiance
- to create a brand strategy, in the context of a marketing and corporate strategy.
- To evaluate ethical limitations and grey areas of brand strategy
- to develop brand strategy on the basis of a deep understanding of the consumers' needs and the organization's identity.
- to critically examine brand valuation and brand controlling.

Content of the module:

- Customer needs and value proposition
- Market segmentation and mind share/relevant set
- Analysis of customers, markets, competitors and brand portfolios
- Differentiate brand image, brand identity, reputation and legitimacy
- Apply elements of a brand strategy
- Concept - brand values and alignment with organizational value and target market profiles
- Design -> brand design elements for market recognition, alignment to corporate identity/portfolio for future growth opportunities
- Implementation - marketing mix
- Evaluation - brand performance
- Explain elements of a creative brief to understand resource constraints and brand objectives

Teaching and learning methods:

- Interactive seminar integrating exercises
- Project work
- Exercises in groups
- Case studies

International Economic Relations

Duration: 1 Semester

Qualification objectives of the module

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

- describe the central elements and relationships within the international economic system as regards its development and interactions
- evaluate the activities of relevant international economic organizations (e.g. WTO, IMF, World Bank)
- analyze and assess international trade, and trade within and between different economic regions, with regard to its characteristics (protectionism, liberalization, conditions such as exchange rates, for example), as well as analyze and assess its regional economic integration
- take a critical stand regarding current global economic trends (e.g. “globalization”) and show alternative perspectives (incl. criticism of consumerism)
- analyze the opportunities and risks of entrepreneurial behaviour in the international context of different economic regions and take them into account when making decisions

Content of the module

- Basic concepts of international economic relations
- Players and relationships in the global economic system (companies, organizations, countries, regional and international institutions, e. g. WTO, EU, MERCOSUR)
- Protectionism, free trade and further national and international economic policy initiatives
- Critical perspectives on trends in the global economy (globalization, emerging markets, criticism of consumerism)
- Possibilities of research on the regulatory environment (e. g. monetary, political, institutional) in the context of entrepreneurial decisions regarding international markets
- Case studies

Kultur und Märkte

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

- die Wechselwirkungen von Kultur, Märkten und Konsum zu verstehen und in ihrer Bedeutung für unternehmerisches Handeln – auch unter ethischen und normativen Aspekten – aus einer interpretativen wissenschaftlichen Perspektive zu benennen und zu beschreiben,
- Konsumismus als kulturelles und soziales Phänomen zu interpretieren und die Bedeutung des Konsums für die individuelle Bedürfnisbefriedigung einerseits und für die Aufrechterhaltung der bestehenden Wirtschaftsordnung und das Wachstumsparadigma andererseits kritisch zu hinterfragen,
- Kommunikationskulturen insbesondere durch Einsatz diskursanalytischer Methoden zu analysieren und die Relevanz von Metaphern, Bildern, Stereotypen und anderen kulturellen Topoi zu reflektieren,
- die Einbettung von Märkten in Strukturen von Ort, Zeit und Geschichten zu analysieren und als kulturell geformte Arenen mit Marktpotenzial zu identifizieren,
- das Konzept der „sozialen Konstruktion von Wirklichkeit“ (auch im Hinblick auf symbolischen Konsum) aus der Marktperspektive zu erläutern und auf das Handeln in Alltags- und Konfliktsituationen im unternehmerischen Kontext und in fremden Märkten anzuwenden,
- Marketing als Sinnangebot an die Gesellschaft zu beschreiben und darauf bezogene unternehmerische Aktivitäten zu beschreiben,
- Diskussions- und Problemzusammenhänge unter Einsatz angemessener Instrumente wirkungsvoll zu präsentieren,
- innerhalb von Gruppenarbeiten Empathie zu demonstrieren und Argumentationsfähigkeiten anzuwenden.

Inhalt des Moduls

- Interdisziplinäre (mikroökonomische, makroökonomische, historische, systemtheoretische, kommunikative) Perspektiven auf Märkte
- Interpretive, performative, spatial, narrative, iconic, translational, postcolonial turn
- Fallstudien zu Marktstrukturdynamiken (Narrative, Ideologien, Legitimationen)
- Einführung in die Diskursanalyse, beispielhafte diskursanalytische Studien
- Konstruktion und Dekonstruktion von Trends
- Grundlegende Funktionen der Marktbearbeitung durch Unternehmen
- Techniken der Präsentation
- Konsum- und Markttheorien

Basic Principles in Strategic Management

Duration: 1 Semester

Qualification objectives of the module:

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

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

Content of the module:

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

- Strategic management and business development
- Critical reflection on strategy and society

International Business Ventures

Duration: 1 Semester

Qualification objectives of the module	<p>Following the successful completion of this course, students should be able to:</p> <ul style="list-style-type: none">– Identify global leadership skills required to manage international business ventures.– Comprehend the complexities of multinational and cross-cultural business and organizational activities.– Identify the basic types of international organizational structures and be able to suggest which fits a given international business strategy or certain market conditions better.– Plan new venture success strategies in international markets.– Distinguish between different market entry strategies and chose an appropriate approach to international expansion.– Find strategies for firm to adopt, keeping in mind governance and ethics in response to changes in foreign regulation, trade agreements, industry collusion, and other macroenvironmental pressures.– Determine business strategy through analysis, and recommendation of firm structure, market entry modes, and setting of operative planning requirements of global business cases.
Content of the module	<ul style="list-style-type: none">– Global leadership management skills looking at team dynamics, negotiation, culture, matrix teams and evolving organizational structures.– Influence of global competition on the need for internationalization of business.– Application of economic concepts in order to assess the potential for entering foreign markets, and evaluate the important issues that influence medium to longer-term business growth in different foreign markets.

	<ul style="list-style-type: none"> – Definition and suitability of the diverse modes of entry into foreign markets, including the new born globals, looking at Internal versus External modes, Greenfield investment vs. acquisitions, strategic alliances, and joint ventures. – Introduction to the types and purposes of different International Management Strategies. – International business planning, including, contingency planning and budgeting of resources. – Factors that influence the development International Business operations, including Marketing channels, international negotiation, contracting and account management. – Brief introduction to M&A. – International governance, ethics and organizational sustainability issues subsidiaries face including distribution of wealth, corruption, bribery, and natural environment.
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).

Transcultural Marketing

Duration: 1 Semester

Qualification objectives of the module

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

- understand the fundamentals of marketing strategy, operational marketing and market analysis at a national and international level
- distinguish between aspects of (national) marketing strategy and cultural aspects of international marketing
- appreciate the importance of intercultural awareness in investigating and operating in foreign markets
- describe and discuss the similarities and differences as well as the chances and risks between national, international and intercultural Marketing
- apply basic concepts of customer, market and competitor analysis at a national and an international level

- explain and discuss the elements of the marketing mix (product, pricing, promotion and distribution), and be able to suggest appropriate application of marketing tools in the context of a foreign market
- define the objectives of doing business in more than one market and how to optimize marketing systems to give better results
- evaluate marketing decisions and suggest viable marketing initiatives for international products and marketing campaigns
- appreciate the difference between branding at the national, regional and global level
- explain and discuss cultural barriers to trade and explore ways of overcoming them

Content of the module

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

Unternehmenskultur

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

- die gesellschaftlichen, sozialen und kommunikativen Einflussfaktoren sowie deren Zusammenwirken in Unternehmen zu beschreiben,
- ausgehend vom Human Relations-Ansatz einen umfassenden Begriff des Unternehmens zu definieren,
- Organisationsentwicklung als ein kulturgebundenes Management- Instrument darzustellen,
- Normen und Wertvorstellungen von Akteuren des unternehmerischen Handelns zu identifizieren, ihr Zusammenspiel zu analysieren und Möglichkeiten der wirtschaftlichen Verbesserung daraus abzuleiten und

- Instrumente der Organisationskommunikation (Interviews, Verhandlungen, Zirkel u.a.) systematisch zu unterscheiden, ihre Einsatzgebiete zielgerecht zu bestimmen und zielgerichtete Strategiealternativen anzubieten.

Inhalt des Moduls

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

Interkulturelles Marketing

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

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

Inhalt des Moduls

- Marketing als Funktion und Institution
- Perspektivenwechsel sowie Gemeinsamkeiten und Unterschiede zwischen generellem, internationalem und interkulturellem Marketing
- Kerngebiete des Marketing (strategisch, operativ) und ihr Zusammenhang sowie Überschneidungen mit dem Gebiet der Managementwissenschaft
- Produkte und Dienstleistungen, Marketing und Marken, Marketing und Kultur
- Grundlegende Entwicklungen in Marketingtheorie und Marketingpraxis:
 - marktorientierte Unternehmensführung
 - exemplarische Anwendungsfelder des Marketings, insbesondere internationales Marketing, Non-Profit- Marketing
 - Funktionen (z. B. Beschaffungs-, Personal-, Finanzmarketing)
 - interkulturelle Bezugsgrößen
 - Ethnomarketing und Diversity Marketing
 - Place branding and public diplomacy
- Grundzüge wesentlicher im interkulturellen Marketing verwendeter Theorieansätze
- Ethik im interkulturellen Marketing

Exploring Consumer Culture

Duration: 1 Semester

Qualification objectives of the module	Students who have successfully participated in this module will be able to: <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	<ul style="list-style-type: none">– Consumer research (information-processing view)<ul style="list-style-type: none">○ Terminology, approaches, objectives, methods○ Concepts like attitude, customer satisfaction, motivation, involvement, choice and buying behavior– Consumer Culture (culturalistic view):<ul style="list-style-type: none">○ Terminology, approaches, objectives, methods○ Concepts like identity, community, rituals– Market research<ul style="list-style-type: none">○ Primary and secondary research○ Research process from definition to documentation○ Collection data○ Exemplary methods
Teaching and learning methods of the module	Interactive lectures, group work, qualitative research case

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Market research case study
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Exploring Events, Performances and Experiences

Duration: 1 Semester

Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage</p> <ul style="list-style-type: none"> – die Wichtigkeit von immateriellen Dienstleistungen, emotionalen Erfahrungen und symbolischen Werten im Kontext von Events zu bewerten – die Perspektive der Eventteilnehmer, Beobachter, Kunden, Prosumer einzunehmen – verschiedene relevante Akteure des Eventmarktes bzw. ausgewählter Teilmärkte, ihre jeweiligen Ansprüche, Erwartungen und Bedürfnisse sowie Interaktionsmuster und Vernetzungen/Netzwerke zu unterscheiden – die Interaktion zwischen den Inhabern unterschiedlicher Rollen im Bereich von Events und insbesondere zwischen Anbietern und Nachfragern zu analysieren und zu bewerten, und dies auf die Konfiguration von Kundenbeziehungen in einem kompetitiven Umfeld anzuwenden – komplexe Service-Netzwerke von Akteuren im Feld der Eventindustrie zu identifizieren – Prinzipien des Dienstleistungsmarketings zu erläutern, zwischen verschiedenen Service Providern in der Eventbranche und deren Kontext zu unterscheiden sowie deren Ziele und grundlegenden Methoden, Instrumente und Einsatzfelder zu erklären – quantitativen und insbesondere qualitativen Forschungsmethoden anzuwenden, um komplexe Muster von individueller und kollektiver Partizipation an Ereignissen zu analysieren, und die involvierten Stakeholder und ethischen Implikationen zu untersuchen – die sozialen und kulturellen Effekte von Events zu diskutieren
Inhalte des Moduls	<ul style="list-style-type: none"> – Unterscheidung Event, Performance, Experience – Immaterielle Dienstleistungen – Symbolische Bedeutung von Events

	<ul style="list-style-type: none"> – Emotionale und kognitive Aspekte von Performances – Customer Experience – Akteure und Stakeholder des Veranstaltungsmarktes und ausgewählter Teilmärkte: Entwicklungslinien und aktueller Status (Merkmale, Volumina, aktuelle Trends) der Märkte bzw. Teilmärkte – Akteurskonstellationen – Gestaltung von Interaktionen – Vorstellung ausgewählter Praxisbeispiele, die die soziale und politische Bedeutung von Veranstaltungen nicht nur für die Veranstaltungsmärkte selbst, sondern für das gesamtgesellschaftliche System zeigen
Lehr- und Lernmethoden des Moduls	Interaktive Vorlesungen, Gruppenarbeit, Fallstudie incl. qualitativer Reflexion (teilnehmende Beobachtung, Interviews)

Exploring Audiences

Duration: 1 Semester

Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage</p> <ul style="list-style-type: none">– verschiedene Formen der Zuschauerkommunikation (Marketing, PR, Werbung, Social Media, Vermittlung) mit Stakeholdern in Medien, Kultur und Unterhaltung zu unterscheiden und auszuwählen– allgemeine und innovative qualitative und quantitative Techniken anzuwenden, um Wissen über verschiedene Typen von Zuschauerschaften zu gewinnen– angemessene Strategien zu entwickeln, um künstlerische Produkte und Produktionen im Hinblick auf dieses Wissens zu entwickeln– Strategien für öffentliche Wirksamkeit, Zuschauerentwicklung und Kulturvermittlung zu beurteilen
Inhalte des Moduls	<ul style="list-style-type: none">– Grundlagen von Medienrezeption, Zuschauerforschung, Kunst- und Kultursoziologie– Einführung in Marktforschung, Segmentierung, Zielgruppendefinition von Zuschauern– Etablierte Standards der Zuschauerforschung in verschiedenen Kultur- und Medienindustrien– Einführung in Kulturvermittlung (Best Practices), z.B. Theater- und Museumspädagogik– Analyse gesellschaftlicher Stakeholder
Lehr- und Lernmethoden des Moduls	<p>Interaktive Vorlesungen, Gruppenarbeit, Fallstudie incl. qualitativer Reflexion (teilnehmende Beobachtung, Interviews)</p>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.)	<p>Kreativ-praktische Workshops im Bereich Kulturvermittlung, Audience-Research-Projekte in Kooperation mit Kulturinstitutionen soweit möglich</p>

Exploring Media Reception

Duration: 1 Semester

Qualifikationsziele des Moduls	<p>Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage</p> <ul style="list-style-type: none">– grundlegende Theorien der Medienpsychologie und –soziologie, der Medienwirkungs- und –nutzungsforschung zu beschreiben und anzuwenden– Konzepte aktiven, passiven und interaktiven Konsums von Medien zu unterscheiden– (sub)kulturelle Unterschiede in Kommunikation und Medienrezeption zu beschreiben– normative Positionen zur Gestaltung von Medien und Kommunikation zu identifizieren und ethische Herausforderungen in diesem Kontext zu diskutieren– quantitativen und insbesondere qualitative Forschungsmethoden anzuwenden, um Medienrezeption zu analysieren
Inhalte des Moduls	<ul style="list-style-type: none">– Mediensoziologie, Medienpsychologie, Kommunikationswissenschaft<ul style="list-style-type: none">○ Two-step approach of communication○ Uses and gratification approach○ Ausgewählte Motive für Medienkonsum: Eskapismus, parasoziale Interaktion etc.○ Gesellschaftliche Ansätze:○ agenda-setting approach, framing, Schweigespirale○ relevante Methoden, z.B. Experimente und Varianzanalysen– Kulturwissenschaften, Medienwissenschaften<ul style="list-style-type: none">○ Gender, race/ethnicity, class○ Psychoanalytische und marxistische Theorien○ Cultural studies (CCCS)○ Kulturelles Gedächtnis○ Relevante Methoden, z.B. Diskursanalyse– Pädagogik, Ethik<ul style="list-style-type: none">○ Grundlegende Theorien○ Ethische Fallstudien (z.B. Social Media)– Medienrezeptionsforschung in der Praxis
Lehr- und Lernmethoden des Moduls	<p>Interaktive Vorlesungen, Gruppenarbeit, Medienpraxisprojekte incl. qualitativer Reflexion (teilnehmende Beobachtung, Interviews)</p>

Political Philosophy

Duration: 1 Semester

Learning outcomes 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 assess a range of key ideas and positions of political philosophers, the intertextual discourse between them and the main debates in political theory and philosophy– contrast, critically reflect and interpret political theories against the historical and contextual background of their origin– debate the normative function of political theory and the effect it has on political debates– evaluate different interpretations used in political argument and in the analysis of political phenomena– conceptualize a theoretical framework for the empirical study of political issues– critically reflect on their own interpretation, its limitations and the categories in which we think and act politically
Content of the module	<ul style="list-style-type: none">– Historical Positions of Political Philosophy from antiquity to Post-Modernism– Liberalism, Neoliberalism, Conservatism– Socialism , Anarchism , Environmentalism– Green and alternative Political Theories– Role of Power, Legitimacy, State– Democracy, Citizenship, Recognition,– Freedom, Individuality, (Property) Rights– Justice, Equality, Solidarity– Feminist Theory, Queer Theory, Postmodernism, Post-Colonialism– Anthropocentrism and Anthropocene– Government and Governance– Political institutions and ideologies
Teaching and learning methods of the module	Lectures, exercises, case studies, self-study

Introduction to Strategic Practice

Duration: 1 Semester

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">– explain the significance and the steps of strategic decision-making processes in a global context– illustrate key approaches of strategy– identify concrete strategies for the construction and interaction of institutions with(in) its socio-cultural environment– explain strategic dynamics and analyse the relative strength of different strategic positions as a basis for decisions & actions and examining possible conflicts– develop own strategies, taking into account their practices, processing and effects– apply methods to implement a strategy
Content of the module	<ul style="list-style-type: none">– Strategic mindsets and strategic concepts– The process of strategizing– Strategic methods and frameworks– Strategic management and business development– Critical reflection on strategy and society
Teaching and learning methods of the module	Interactive lectures, groupwork, working with documentary material, case studies, media
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lectures by industry practitioners and academics

Foreign Policy Analysis

Duration: 1 Semester

Learning outcomes 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 realm of foreign policy as a mechanism of the international structure and locate FPA within the discipline of international relations.– Distinguish various theoretical approaches to and debates about the analysis of foreign policy, critically reflect upon their respective limitations, implications and underlying assumptions and apply them to case studies.– Differentiate (state and non-state) actors, agendas and arenas in foreign policy– Analyse the impact of the concepts of power and influence in foreign policy making and reflect the significance of foreign policy in an age of globalization.– Critically assess the different aspects, factors and (cultural, economic, geographical, historical, and political) dimensions of foreign policy decision-making and the process and means of foreign policy implementation (e.g. diplomacy, military force, sanctions, aid, propaganda etc.)– Reflect on the impact of culture, interests and identity as well as the influence of ethics, values, norms and human rights.
Content of the module	<ul style="list-style-type: none">• Foreign Policy and IR Theory: Approaches and Concepts• Foreign Policy in an Age of Globalism: Key issues, Challenges and Opportunities• Levels and Models of Foreign Policy Analysis: Actors, Structures, Processes, Sources (domestic and external)• State and non-state actors: Personality, Rationality, Interests and Psychology• Processes: Foreign Policy analysis and Decision-Making• Implementing Foreign Policy: Power and Persuasion (Military Power, Diplomacy, Sanctions, Aid)

	<ul style="list-style-type: none">• Geopolitical, economic and cultural dimensions of FP• The impact of Cultures, Identities, Interests• Foreign policy doctrines and ethical dimensions: values, beliefs, norms and human rights• The media, foreign policy and public opinion• Case studies: German and EU foreign policy• Case studies: US foreign policy• Case studies: East Asian and Middle East foreign policy• Simulation Summit Exercise
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Advanced Company Project

Duration: 1 Semester

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to autonomously identify, plan and implement a selected social or business project, e.g. from the fields of culture, tourism, marketing, business development, trade fair, convention, event, organisation, personnel etc. with the help of tutors (instructors) and supervisors (professors). This involves integrating, applying and implementing the knowledge acquired in the modules to date.</p>
<p>Content of the module</p>	<p>Autonomous development of a project idea and implementation of a project under supervision and in collaboration with external partners ("sponsors"). If relevant, students can base their project on work carried out in the project module in the 3rd semester.</p>
<p>Teaching and learning methods of the module</p>	<p>Project work in a team of 5-6 participants (tutored)</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<ul style="list-style-type: none"> – The projects are developed in close collaboration with interested companies or social organisations, in some cases on location – Students draw-up a written presentation for the sponsor – The following is assessed: <ul style="list-style-type: none"> • The content and formal quality of the presentation and documentation • The academic performance of the written paper, research and analysis – Students are expected to carry out project management as regards content and timing, which is fully documented. They are expected deliver the following: <ul style="list-style-type: none"> • Put together and organise a project team • Coordinate with the sponsor and the university instructor and other stakeholders (other groups) • Draw up a project brief and target definition in writing

	<ul style="list-style-type: none"> • Milestone and project structure planning and schedule in line with traditional and/or agile project management techniques • Present the individual work packages (Who does what by when?) taking into consideration the personal time budget • Weekly status update for the client and the university instructor (project progress report and meeting minutes) including work packages, to-do's of the relevant time period (planned, in progress / degree of completion, completed), plan/actual comparison • Quality assurance, risk and problem management • Project conclusion, delivery of performance and meeting of deadlines
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Diversity & Management

Duration: 1 Semester

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – explain and critically analyse processes of social categorization. – describe and critically discuss the origins of DM in the USA und in Europe – recognise factors of inequality and discrimination in the society and in organisations. – formulate integration processes as business case and as a task of social sustainability. – develop and apply managerial strategies of diversity and inclusion in institutional and organisational context.
<p>Content of the module</p>	<ul style="list-style-type: none"> – Social categorisation: inclusion, exclusion, prejudice, stereotyping, othering. – A historical view on the development of DM. – Inequality and discrimination – Integration research and DM research. – DM and social sustainability. – Managing diversity

Teaching and learning methods of the module	Interactive lectures, case studies
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Circular Economy Lifecycle Management

Duration: 1 semester

Qualification objectives of the module	<p>Students who have successfully participated in this module will:</p> <ul style="list-style-type: none"> – present an introduction to the history of ecological and entropy thinking in economics – discuss the most basic concepts that define the circular economy, industrial ecology, and the cradle2cradle approach – present theories and models that facilitate the analysis of material flows and lifecycle data of products and services in both production as well as the use phase of products – describe the environmental factors, major institutions and basic regulations that effect circular economy activities on the national, regional and global level – understand and evaluate lifecycle oriented business models and strategies as a core part of a firm's sustainability commitment
Content of the module	<p>The course content includes:</p> <ul style="list-style-type: none"> – Introduction to ecology and entropy as economic concepts – Industrial ecology between product-, process- and user-orientation – Cradle2cradle thinking and design for environment – Approaches to lifecycle assessment and lifecycle product management (including services) – Legal requirements for the circular economy – Collaborative approaches to the circular economy – Re-use, re-design and re-manufacturing as new business models for corporate sustainability – Circular economy, re-distribution and global supply chains – The maker movement, do-it-together, repair cafés and their impact on circular economy initiatives
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Cases, guest speakers, field visits,
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Digital Channel Management

Duration: 1 semester

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 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.)	Visit of DigiTalk (round table discussion about digitalization at Karlshochschule), organization of DigiTalk – student edition

Digitalisation, Interactivity and Gamification

Duration: 1 semester

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	N.N.
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
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Challenging Actors in Arts and Entertainment

Duration: 1 semester

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 fields of cultural industries – develop strategies to intermediate between conflicting positions in these cultural projects or to integrate these – know basic regulatory boundary conditions for managing arts or entertainment to apply these on specific cases
Content of the module	N. N.
Teaching and learning methods of the module	Paper readings, case studies, group discussions, project development

Challenging Creativity to Develop Inspiring Events

Duration: 1 semester

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"> – Use creativity techniques to develop innovative ideas for designing extraordinary events – Promote and position unique events on competitive markets – Modify events and their service components according to changing market requirements and adapt them to international target markets – Create environments for the inspirational exchange of knowledge
Content of the module	<ul style="list-style-type: none"> – N. N. – Creativity workshop
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.)	Organization of sustainability barcamp (responsibility for event)

Managerial Accounting

Duration: 1 Semester

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
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	<p>statement) and for internal stakeholders to make business decisions based on the data (internal accounting),</p> <ul style="list-style-type: none"> – 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 related concepts from a shareholder and from a stakeholder perspective.
<p>Content of the module</p>	<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)
<p>Teaching and learning methods of the module</p>	<p>Interactive lectures, business simulations, exercises, case studies, self-study</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>Blended learning supported by an online learning platform including learning videos, quizzes and exercises</p>

Sustainable Development (IBRB)

Duration: 1 Semester

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 the various constituent dimensions of sustainable development: environmental, economic, social, cultural, and political manifestations of sustainability, explain the evolving global sustainability discourse and identify its main actors and stakeholders– select appropriate responses from business, politics and civil society for dealing with social, political, environmental, technological, and global issues and stakeholders– evaluate potential opportunities for being ‘sustainable’ and ‘going green’– apply different models for managing and transforming non-sustainable conditions and results to more sustainable solutions– critically analyse controversies, solutions and recommendations in the sustainability debate and reflect respectfully on different individual perspectives and cultural concepts deriving from assumptions about humans, nature, development, technology and economy
Content of the module	<p>The course content includes:</p> <ul style="list-style-type: none">– history of the topic and its evolution– New institutional economics and its evolution to the age of the Anthropocene (Limits to growth, Brundtland Report, Green Economy; Non-economic theories and concepts of sustainability: Ivan Illich, Ulrich Beck, Niklas Luhmann)– Sustainable development from a post-colonial perspective– the sustainability discourse and the economics of sustainable development (poverty, health, education, inclusion, food security etc) looking at– International institutions, nations, NGOs, corporations, civil society as actors and stakeholders in the sustainability debate– The emerging discourse on ‘décroissance’ and a postgrowth economy

	<ul style="list-style-type: none"> – Sustainable development goals and the Post-2015 Agenda <p>The above content will be brought out and discussed with the help of diverse case studies.</p>
Teaching and learning methods of the module	The course is organized around lectures and case studies aimed at illustrating important concepts and then debating them in class
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Visit to a neighbourhood retailer to understand sustainability and the threat of substitution.

Sustainable Development (IR/PPE)

Duration: 1 Semester

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

	<ul style="list-style-type: none"> – History of economic thought dealing with environmental issues – From environmental economics to ecological economics: Externalities, entropy, uneconomic growth – The development of the global sustainable development discourse: Limits to growth, Brundtland Report, Green Economy – Key sustainability concepts: weak vs. strong sustainability, intergenerational equity, triple bottom line – Non-economic theories and concepts of sustainability: Ivan Illich, Ulrich Beck, Niklas Luhmann – International institutions, global actors, NGOs, corporations, civil society and stakeholders in the sustainability debate – Sustainable business development and strategy – Rules, norms and regulations for corporate sustainability – Environmental and ecosystem assessment, indicators, monitoring, evaluation, reporting – Social and cultural dimensions of sustainability – Sustainable development from a post-colonial perspective – The emerging discourse on ‘décroissance’ and a postgrowth economy – Sustainable development goals and the Post-2015 Agenda <p>The above content will be brought out and discussed with the help of diverse case studies.</p>
Teaching and learning methods of the module	The course is organized around lectures and case studies aimed at illustrating important concepts and then debating them in class

International & Sustainable Finance

Duration: 1 Semester

Qualification objectives of the module	Students who have successfully participated in this module will be able to:
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	<ul style="list-style-type: none"> - discuss financial management and market theories and their applications in practice - illustrate the implications of financial planning, long-term financial decisions, working capital management and currency risk management for international sustainable business - interpret the concept of sustainable finance and investment, explain diverse sources of finance and critically evaluate different approaches to sustainability controlling - recognize the critical role of capital markets and fiscal policy in moving towards sustainability - critically reflect on the ethical “blindness” of capital markets from various disciplinary perspectives - analyse the financial process related to at least one specific and complex international management issue
<p>Content of the module</p>	<ul style="list-style-type: none"> - Financial planning, capital budgeting and strategic long term financing decisions - Working capital management - Currency markets and currency risk management - Financial Value Drivers and Sustainable Return on Investment - Sustainability accounting, information requirements and integrated information systems - The role of capital markets and sustainable and ethical financial products - Islamic banking and financing - Public finance and fiscal reform - Environment and Natural Resource Taxation - The System of Environmental – Economic accounting (SEEA)
<p>Teaching and learning methods of the module</p>	<p>Theoretical components will interact with case studies and exercises (group and individual).</p>

International Collaboration Management

Duration: 1 Semester

<p>Qualification objectives of the module</p>	<p>The module deals with new forms of results-centred direct and media-based collaboration in international and cross-cultural teams.</p> <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> – deeply understand the role of international collaborative work patterns and flows such as in international projects and distributed operations, institutional and cross-institutional environments, – execute research on real life issues based on management theories (assignment), – understand shared, distributed and intercultural leadership concepts, – apply selected collaboration tools and procedures for defined business purposes.
<p>Content of the module</p>	<ul style="list-style-type: none"> – Conceptual approach to international and intercultural collaboration in institutions, NGOs and cross-company operations, its basics and current relevance – The principles of adaptive organisations and the project-based organization – Inter-personal and media-based cooperation – Sharing information and knowledge – Allocation and sharing of resources in international/intercultural environments – The concept of shared leadership and distant leadership – Managing diverse teams – Managing global projects – Managing “global accounts” – Managing global roll outs and coordination of multi-national aid programs – Defining goals, measures and controls – Structured implementation and alignment of resources and procedures – The principles of collaborative tools and systems (e-mail, Telco, Web2.0, DMS, multi-project management, wikis) – Managing results-orientated collaboration
<p>Teaching and learning methods of the module</p>	<p>Seminar-type course, exercises (e.g. personal reviews), Case studies</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>Guest speakers from business</p>

Key Concepts for the Study of Management as Culture: Cultural Turns

Duration: 1 Semester

Qualification objectives of the module	Students who have successfully participated in this module will be able: <ul style="list-style-type: none">- to explain the cultural turn in the humanities- to provide an overview of the development of different cultural turns from the perspective of the history of theories.- to differentiate between the individual cultural turns and reflect on their significance for society.- on the basis of this, to observe and describe economy and management as cultural phenomena
Content of the module	<ul style="list-style-type: none">- Foundations of cultural theory- Key concepts for the study of culture, i.e. an overview of key cultural turns and their relevance for the study of management and the economy as a cultural phenomenon:<ul style="list-style-type: none">- Interpretive turn- Performative turn- Spatial turn- Translational turn- Critical comparison of the cultural turns and their potential for the study of management
Teaching and learning methods of the module	Interactive seminar

Controlling: Leading for Results

Duration: 1 Semester

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none">- to identify different leadership styles in terms of decision making in the realm of uncertainty- analyze the impact of transactional leadership based on targets and performance indicators as a controlling instrument for entrepreneurial response.- to describe the demands and expectations of the different stakeholders with regard to controlling.- to analyze and critically examine the intended and contra intuitive impact of using performative character of financial models, indicators, result presentations and the communicative rituals related to these.- to understand the digitization of presentation of entrepreneurial activity as the language of financial management of a company and as a social construction
Content of the module	<ul style="list-style-type: none">- Theories of leadership in context of controlling, accounting, auditing, compliance- The process of decision making- Performance measurement- Functions of performance measurement (evaluation, controlling, budgeting, incentives, learning, improvements)- Performativity of financial models- The construction of discourses- The digitization and data driven leadership & controlling.
Teaching and learning methods of the module	<ul style="list-style-type: none">— Great book/text seminar— Interactive lecture with text sponsorships by student teams— 3 riskfull thesis & 1 phenomenon of practice to each text

<p>Special features (e.g. online activities, company visits, guest lectures, etc.)</p>	<p>Guest lectures by international recognized experts & professors (Copenhagen Business School, Economist, NGOs etc.)</p>
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Business Analysis

Duration: 1 Semester

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> - to interpret economic, entrepreneurial, and organizational actions & practice and evaluate them with regard to their heuristic value and practical use. - to apply and, if relevant, triangulate suitable qualitative and quantitative methodologies and methods to empirically analyze and interpret a specific research subject. - to analyze and critically reflect on the conditions and limitations of management activity & practice within an organization. - to analyze and critically reflect on external conditions of management activity in a national and international context. - to identify, anticipate, and evaluate the interplay between factors and realities of the external business environment and internal spheres of organizations in an integrative way.
<p>Contents of the module</p>	<ul style="list-style-type: none"> - Analysis of the political, economic, socio-cultural, technological, ecological, and legal conditions - Stakeholder Theory and Analysis - Business analysis with the purpose of enabling change - Overview and application of selective business analysis techniques and

	quantitative and qualitative research methods
Teaching and learning methods of the module / Special features	Interactive lecture, seminar style, experimental learning, field study

Rhetorics and Stylistics

Duration: 1 Semester

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 implement rhetorical techniques and figures in a variety of oral and written genres of interaction in the context of an organization. - analyze and use different means of communicative styles for the construction of social meaning. - reflect on and adjust the effects of their verbal and non-verbal behavior on others. - model the ideological level of talk and verbal interaction and other communicative codes. - discover and practice rhetorics and stylistics as a skill and an art.
Content of the module	<ul style="list-style-type: none"> - reflect and explore own rethorical skill - perform in front of the group in varies settings (solo, group, pair) - learn about different intentions, purposes and occasions - relevance of personal talent, social skill and attitude - possibilities to structure and plan a presentation or performance - explore elements to support the message (using imagination, metaphors, humour, etc.) - improvise in discussions

	<ul style="list-style-type: none"> - perform freely within a concept - be able to create atmosphere in a specific business context - connect with the audience in a convincing way (explore entertainment, heartiness yet in a professional way) - dare to take risks to shape own style
Teaching and learning methods of the module	This module will contain practical parts, e.g. exercises in body expression (according also to body language), basic speaking techniques, breathing techniques, emotional expression.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Self-study integrating online components such as Skype, Dropbox and the university's internal download center

Creativity in Context

Duration: 1 Semester

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> - to present and evaluate the current state of creativity research. - to describe and critically examine creativity as an individual (psychological) phenomenon. - to reflect on empirical methods of creativity diagnostics - to overcome personal approaches in order to break through the context dependency of individual creativity with a multi-disciplinary approach.
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	<ul style="list-style-type: none"> - to compare and evaluate different socio-individual theoretical. - to develop creativity as a communicative phenomenon that is performed by groups and organizations.
<p>Content of the module</p>	<ul style="list-style-type: none"> - P-dimensions of creativity <ul style="list-style-type: none"> - Person - Product - Process - Place - Psychology of creativity <ul style="list-style-type: none"> - Characteristics of creative people - Models of the creative process - Methods of creativity diagnostics <ul style="list-style-type: none"> - Psychometric methods - Experimental techniques - Biographical and case study techniques - Multi-methodological methods - Socio-individual theoretical approaches: <ul style="list-style-type: none"> - component model - system model - interaction approach - Communication approaches: <ul style="list-style-type: none"> - generic model of group creativity - micro-interactional approach - Creaplex approach
<p>Teaching and learning methods of the module</p>	<p>Interactive seminar</p> <p>Critical interpretation in the form of individual and group work</p> <p>Self-study</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>To promote scientific discourse, 1-2 guest lectures by creativity researchers will be integrated, if possible.</p>

	Self-study using online components such as Skype, Dropbox and the university's internal download center.
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Culture & Society in Change: History & Trends

Duration: 1 Semester

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"> - explain the interconnectedness of cultural and social change referring to historical examples , - identify current fundamental areas of social and cultural transformation globally as well as locally and, based on this, - reflect on the challenges of making sense of transformations while they are happening, - reflect on the role of management and organizations in the context of social and cultural change.
Content of the module	<ul style="list-style-type: none"> - Exemplary history and analysis of major social and cultural transformations (e.g. industrialization, the '1968 movement', media transformation) - Current issues and trends of social and cultural change - Making sense of change: challenges of contemporary perspectives on current transformations - Organisational change and society
Teaching and learning methods of the module	<ul style="list-style-type: none"> - Interactive seminar integrating exercises - Reading and discussions

	<ul style="list-style-type: none"> - Exercises in groups - Image and film analysis
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Identity

Duration: 1 Semester

<p>Qualification objectives of the module</p>	<p>Following the successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> - Draw and model, from a constructivist point of view, the creation of a subject within a discourse - Explain and develop “identity” as a performative repetition of a continuous instability within social orders - Model “identity” as a result of social construction and subjectivation processes - Model and critically analyse the influence of society and culture on the perception of groups and identities especially within the organizational context - Explain inclusion and exclusion processes and social closure within society - Reflect one’s own identity and diversity and develop an own and critical position
<p>Content of the module</p>	<ul style="list-style-type: none"> - Definition and foundations of diversity, identity and society - Historical and philosophical significance of the concept of identity - Theoretical and methodological perspectives in identities research - Identity concepts, e.g. cultural, gender or age-related identity - Relational singularities and identities - Subjectivation - Superdiversity
<p>Teaching and learning methods of the module</p>	<p>Seminar</p>

Approaching Brands

Duration: 1 Semester

Qualification objectives of the module	Students who have successfully participated in this module will be able: <ul style="list-style-type: none">- To critically debate and reflect on the current discourse on brands and brand management.- to understand the mutual importance of brands and culture/the market/consumption.- to contrast the systems theory/constructivist approaches to brand theory with traditional approaches.- to practice qualitative market research methods and differentiate them from quantitative methods.
Content of the module	<ul style="list-style-type: none">- The current discourse on brands<ul style="list-style-type: none">- Brand symbolism- Brand meaning and value- Critical brand consumption- Brands and multimedia- Branding and corporate social responsibility- Brand approaches<ul style="list-style-type: none">- functional and technical perspective- personality and identity perspective- social and (inter)cultural perspective- semiotic and systemic perspective- Brand and market research<ul style="list-style-type: none">- quantitative techniques- qualitative techniques- ethnographical methods- projective techniques- mixed methods, triangulation
Teaching and learning methods of the module	Interactive seminar Critical interpretation in the form of individual and group work

<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>To promote scientific discourse, 1-2 guest lectures by, e.g., representatives of brand agencies and brand research will be integrated, if possible.</p> <p>Self-study integrating online components such as Skype, Dropbox and the university's internal download center.</p>
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New Media Culture

Duration: 1 Semester

<p>Qualification objectives of the module</p>	<p>Students who have successfully participated in this module will be able:</p> <ul style="list-style-type: none"> - to understand how social relationships, working forms, consumer products and aesthetic designs change under conditions of network culture. - to differentiate between the influence of network culture on everyday culture and the influence of everyday culture on network culture. - to analyze media practices as culture phenomena using inter-disciplinary methods. - to study new cultural phenomena triggered by the network. - to examine the formation of own ethical standards, aesthetic patterns and performative practices in the network. - to comprehend that each phenomenon of the new media culture bears a counter-phenomenon
<p>Content of the module</p>	<ul style="list-style-type: none"> ▪ Participatory culture vs. consumer culture: The interactive Web and its cultural implications ▪ Transmedia Storytelling/Memes vs. Fake News: The Web as a breeding ground for culture ▪ Linked vs. Isolation and Loneliness: From the individual to the network being

	<ul style="list-style-type: none"> ▪ Ultra-Fandom vs. Shitstorms and Online Hate: The Web as emotion amplifier ▪ Always on/Realtime vs. Digital Detox: Opportunities and limits of total availability ▪ Digitalization/Automatization vs. Leaked: When everything becomes data ▪ Freedom of the Internet vs. Netiquette: Does the Web need rules and regulations?
Teaching and learning methods of the module	Project work, case studies, simulations and role plays

Approaching Sustainability

Duration: 1 Semester

Qualification objectives of the module	<p>Following the successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> - re-construct and de-construct the genealogical formation of sustainability as a contested concept. - understand sustainability as an integral approach combining ecological, economic, societal, and cultural aspects including their conflicts. - re-evaluate the meaning of economic prosperity in relation to socio-cultural values and the 'limits to growth' - understand and utilize concepts like 'green growth', 'décroissance' / 'degrowth' and 'postgrowth' - apply these conflicting and paradoxical insights about sustainability in order to transform social, economic and business practices.
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<p>Content of the module</p>	<ul style="list-style-type: none"> - History of sustainability and the 'making of a concept' - Key ideas and conflicts within sustainability - Central documents and events: From 'Limits to growth' to the 'Green Economy' and 'Degrowth' - The political economy of sustainability - Managerial aspects, tools and standards - Sustainable transitions: theory and application - Current issues in sustainability
<p>Teaching and learning methods of the module</p>	<p>Interactive Seminar</p>
<p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p>	<p>Guest lectures, Co-Teaching</p>