Course Catalogue

2015/2016

Undergraduate programs

Courses Offered in the Fall Semester 2015/2016

Courses Offered in the Spring Semester 2016

Module descriptions
**General remarks**

We recommended that incoming students join one of our regular student cohorts, e.g. International Marketing Management 2nd year. In addition, certain combinations of courses from different programs and semesters are possible (please see separate Course Selection Form).

Exchange and visiting students who can demonstrate proficiency in German may also choose from courses offered in German in the first-year Bachelor programs (except for International Business, which is taught in English from the beginning). In this case please contact the International Office for additional information.

**Our programs are:**

- GENR General Management (mandatory in all Bachelor programs)
- ACM Arts and Cultural Management
- IB International Business
- IEM International Energy Management
- IEVM International Event Management
- IMA International Marketing Management
- IMC Intercultural Management & Communication
- IMM International Media Management
- ITM International Tourism Management
- MM Management (Master program) – all those interested please contact the International Office early

**Language courses (fall/spring)**

The classes are taught at different levels and the course offerings depend on a minimum number of participants.

- English (4 ECTS)*
- German Language (4 ECTS)*
- Intensive German Course ** (4 ECTS)
- German Culture (2 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)

* 6 ECTS possible in English and from intermediate level B1.1 in German
** an intensive beginners’ course offered in September and February
Courses offered in the Fall Semester 2015/2016

**Preparatory Course**

GL1a GENR Intensive German course (beginners' level) 4

**First-year courses (Bachelor of Arts, Undergraduate)**

<table>
<thead>
<tr>
<th>No.</th>
<th>Prog.</th>
<th>Title</th>
<th>ECTS-Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GENR</td>
<td>English as a Foreign Language (Business English) 1</td>
<td>4 or 6</td>
</tr>
<tr>
<td></td>
<td>GENR</td>
<td>Introduction to Management and its Quantitative Methods</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>GENR</td>
<td>Business Environment (2 semester course)</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>GENR</td>
<td>Introduction to Scientific Research Methods (2 semester course)</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>IB</td>
<td>Global Economy</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>IMC</td>
<td>Culture Studies</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>IMC</td>
<td>Kulturstudien</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>IMA</td>
<td>Einführung in das Internationale Marketing</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>ITM</td>
<td>Einführung in das Internationale Tourismusmanagement</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>IEVM</td>
<td>Einführung in Theorie und Praxis des Internationale Eventmanagement</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>ACM</td>
<td>Einführung in das Kunst- und Kulturmanagement</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>IEM</td>
<td>Grundlagen internationaler Energiesysteme</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>IMM</td>
<td>Einführung in das internationale Medienmanagement</td>
<td>6</td>
</tr>
</tbody>
</table>

**Second-year courses (Bachelor of Arts, Undergraduate)**

<table>
<thead>
<tr>
<th>No.</th>
<th>Prog.</th>
<th>Title</th>
<th>ECTS-Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GENR</td>
<td>Resources: Financial Resources, Human Resources, Organization</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>GENR</td>
<td>Introductory Company Project</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>GENR</td>
<td>Academic Writing</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>GENR</td>
<td>Foreign Languages (selection of courses)</td>
<td>6</td>
</tr>
</tbody>
</table>
GL GENR German as a Foreign Language 4 or 6
GC GENR German Culture 2
ARST GENR Area Studies 6
MOPS IB Managing Operations Globally 6
ICBC IMC Intercultural Business Communication 6
MIIC IMA Marketing Intelligence, Implementation and Controlling 6
IMAS IMA International Marketing Strategy 6
TOGE ITM Tourism Geographies 6
SPDD ITM Strategic Planning and Destination Development 6
SEDD IEVM Sustainable Events: Development and Design 6
EMPR IEVM Events Marketing and (Re-)Positioning 6
CANMD ACM Challenging Actors: Networks, Mediation, Dramaturgies 6
CPFL ACM Cultural Policy, Financing and Law 6
EIM IEM Energy Industry Management 6
ENEF IEM Energy Efficiency 6
MCF IMM Media Concepts and Formats 6
MREC IMM Media Reception 6

**Third-year courses (Bachelor of Arts, Undergraduate)**

<table>
<thead>
<tr>
<th>No.</th>
<th>Prog.</th>
<th>Title</th>
<th>ECTS-Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHIN</td>
<td>GENR</td>
<td>Change and Innovation</td>
<td>6</td>
</tr>
<tr>
<td>BECS</td>
<td>IB</td>
<td>Business Ethics</td>
<td>6</td>
</tr>
<tr>
<td>ENTR</td>
<td>IB</td>
<td>Entrepreneurship &amp; Business Planning</td>
<td>6</td>
</tr>
<tr>
<td>INER</td>
<td>IMA</td>
<td>International Economic Relations</td>
<td>6</td>
</tr>
<tr>
<td>EDMA</td>
<td>IMA</td>
<td>Evolution in Digital Marketing</td>
<td>6</td>
</tr>
<tr>
<td>CURR</td>
<td>IEVM</td>
<td>Current Issues in the MEEC Industries</td>
<td>6</td>
</tr>
<tr>
<td>INTE</td>
<td>IEVM</td>
<td>International Aspects of MEEC Industries</td>
<td>6</td>
</tr>
<tr>
<td>INTA</td>
<td>IMM</td>
<td>International Aspects of Media &amp; Communication Mgmt.</td>
<td>6</td>
</tr>
<tr>
<td>CIMC</td>
<td>IMM</td>
<td>Current Issues in Media &amp; Communication Mgmt.</td>
<td>6</td>
</tr>
</tbody>
</table>
Courses Taught in the Spring Semester 2016

**Preparatory Course**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Type</th>
<th>Course Title</th>
<th>ECTS-Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>GL1a</td>
<td>GENR</td>
<td>Intensive German course (beginners’ level)</td>
<td>4</td>
</tr>
</tbody>
</table>

**First-year courses (Bachelor of Arts, Undergraduate)**

<table>
<thead>
<tr>
<th>No.</th>
<th>Prog.</th>
<th>Title</th>
<th>ECTS-Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GENR</td>
<td>English as a Foreign Language (Business English)</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>MKK</td>
<td>Märkte, Kultur und Kommunikation</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>STRA</td>
<td>Basic Principles in Strategic Management</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>INMN</td>
<td>IB International Management</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>IKMK</td>
<td>Intercultural Marketing</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>UNTK</td>
<td>IMC Unternehmenskultur</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>IKMK</td>
<td>IMC Interkulturelles Marketing</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>MMAK</td>
<td>IMA Märkte und Markt-Akteure</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>KMTO</td>
<td>ITM Konsum, Märkte und der Tourist</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>MAEI</td>
<td>IEVM Märkte und Akteure der Eventindustrie</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>KGTG</td>
<td>ACM Kunst und Kultur: Geschichte, Theorie und Gesellschaft</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>NAERES</td>
<td>IEM Global Natural Energy Resources and Sustainability</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>MAMK</td>
<td>IMM Mediensysteme: Akteure, Märkte und Kulture</td>
<td>6</td>
</tr>
</tbody>
</table>

**Second-year courses (Bachelor of Arts, Undergraduate)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Type</th>
<th>Course Title</th>
<th>ECTS-Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>APRO</td>
<td>GENR</td>
<td>Advanced Company Project</td>
<td>6</td>
</tr>
<tr>
<td>MACC</td>
<td>GENR</td>
<td>Managerial Accounting</td>
<td>6</td>
</tr>
<tr>
<td>LANG</td>
<td>GENR</td>
<td>Foreign Languages (selection of courses)</td>
<td>6</td>
</tr>
<tr>
<td>GL</td>
<td>GENR</td>
<td>German as a Foreign Language</td>
<td>4 or 6</td>
</tr>
<tr>
<td>GC</td>
<td>GENR</td>
<td>German Culture</td>
<td>2</td>
</tr>
<tr>
<td>SUDE</td>
<td>IB</td>
<td>Sustainable Development</td>
<td>6</td>
</tr>
<tr>
<td>IFAS</td>
<td>IB</td>
<td>International Finance and Sustainability</td>
<td>6</td>
</tr>
<tr>
<td>ICOL</td>
<td>IMC</td>
<td>International Collaboration Management</td>
<td>6</td>
</tr>
<tr>
<td>ICCO</td>
<td>IMC</td>
<td>Intercultural Communicative Competence</td>
<td>6</td>
</tr>
<tr>
<td>Code</td>
<td>Code</td>
<td>Title</td>
<td>Year</td>
</tr>
<tr>
<td>-------</td>
<td>------</td>
<td>----------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>RIM</td>
<td>IMA</td>
<td>Relationships in International Marketing</td>
<td>6</td>
</tr>
<tr>
<td>IMCO</td>
<td>IMA</td>
<td>International Marketing Channels and Operations</td>
<td>6</td>
</tr>
<tr>
<td>CPOT</td>
<td>ITM</td>
<td>Critical Perspectives on Tourism</td>
<td>6</td>
</tr>
<tr>
<td>TOOP</td>
<td>ITM</td>
<td>Tourism Operations</td>
<td>6</td>
</tr>
<tr>
<td>LOCA</td>
<td>IEVM</td>
<td>Exhibitions, Conventions, Sports and Cultural Events: The Locations Dimension</td>
<td>6</td>
</tr>
<tr>
<td>OPER</td>
<td>IEVM</td>
<td>Exhibitions, Conventions, Sports and Cultural Events: The Operations Dimension</td>
<td>6</td>
</tr>
<tr>
<td>SACM</td>
<td>ACM</td>
<td>Strategic Arts and Cultural Management in Different Institutions and Social Contexts</td>
<td>6</td>
</tr>
<tr>
<td>ACME</td>
<td>ACM</td>
<td>Arts Communication, Marketing and Education</td>
<td>6</td>
</tr>
<tr>
<td>ETSC</td>
<td>IEM</td>
<td>Energy Trade, Sales and Communication</td>
<td>6</td>
</tr>
<tr>
<td>REN</td>
<td>IEM</td>
<td>Renewable Energies</td>
<td>6</td>
</tr>
<tr>
<td>MCRE</td>
<td>IMM</td>
<td>Media Creation</td>
<td>6</td>
</tr>
<tr>
<td>MSOL</td>
<td>IMM</td>
<td>Media Strategies, Operations and Law</td>
<td>6</td>
</tr>
</tbody>
</table>
Module Descriptions

Introduction to Management and its Quantitative Methods

Duration: 1 Semester

Qualification objectives of the module

A broad range will be covered. Students are meant to acquire a 360° perspective of administrative tasks, personnel-related responsibilities and the diverse roles of a manager as well as an understanding of conceptual tools and analytical methods to be able to describe business activities and suggest coherent solutions to problems in an integrative way. The learning of tasks and the understanding of how to apply methods and tools shall be supported by a constructivist approach to knowledge building and based on the use of case studies and practice exercises.

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

– describe the fundamentals of management as well as the roles, tasks and responsibilities of a manager in different types of organizations,
– define the players and institutions relevant to areas of managerial activity and their interdependence
– differentiate the goals and tasks of general and functional management, as well normative, strategic and operational management
– demonstrate the concept of the value chain, thereby distinguishing primary, coordination and supporting activities
– describe management as a comprehensive function of planning, deploying and controlling resources, based on the PDCA-Cycle
– identify an appropriate way to handle different managerial situations and challenges (quantitative, qualitative, objectivistic, interpretative)
– Describe the financial flows along the value chain as well as the requirements and principles of accounting, financing and investments solve problems in Linear Algebra and Analysis and apply these mathematical methods to quantitative problems in management
– to apply knowledge and challenge the use of knowledge critically when addressing current issues and working on selected case studies

Content of the module

– The historical approach and selected concepts of the evolution of management as a discipline
– The enterprise as a multifunctional socio-technical system, as illustrated by M. E. Porter’s value chain
– The goals and tasks of general, functional and project management
– The normative, strategic and operational levels of management
– The rolls, responsibilities, tasks and capabilities of management, as understood after critical reflection and from a constructivist perspective
- The resources of an organization and the situation-specific deployment of the managerial tools, especially when developing goals, planning, organizing, delegating and controlling outcomes under complex ambiguous conditions.
- The integration of quantitative methods in managerial processes, in particular:
  - concepts of financial activities
  - principles of managerial accounting
  - foundations of financial reporting
  - understanding of the investment process
  - valuation methods
- Linear Algebra: solving linear systems of simultaneous equations by means of Gaussian elimination; application of these methods in the context of Leontief’s Input–Output–Model.
- Linear Programming: graphical method for solving problems with two variables; systematic solution by means of the simplex algorithm.
- Analysis: Differentiation of real-valued functions of one variable. Discussion of properties of typical economical functions of one variable; determination of roots, local extremal values and points of inflection such as break-even points and maximum returns. Description of absolute/relative rates of change in economic functions; elasticity: elastic, inelastic and proportional-elastic behaviour. Simple rules of integration for real-valued functions of a single variable. Determination of consumer surplus and producer surplus.
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:

– present an introduction to the history of commerce and trade
– discuss the most basic concepts that define international business
– present the theories and models that facilitate the analysis of international economic activity
– describe the environmental factors, major institutions and basic regulations that effect the organizational type and strategy, as well as the processes involved in doing business abroad
– denominate and present the processes of globalization and internationalization from an interdisciplinary perspective, and the implications of each for 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.
Culture Studies

Duration: 1 Semester

Qualification objectives of the module

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

- Recognize and operationalize the influence of culture on management,
- Perceive the diversity of the concept of „culture“ zu erkennen and to classify its various definitions in terms of the focus of the term (e. g. extended, open, closed) and in terms of the discipline (e. g. economic sciences, cultural anthropology, social sciences),
- Portray culture as a social construct in terms of postmodern sociology (term of identity, criticism of ideology),
- Critically reflect their own culture from an economic-geographic and cultural-anthropological view and apply methods of cultural analysis to economic problems (symbolism, ritualisations, myths, visions, styles etc.),
- Reconstruct components of their own culture (civilisation, religion, ethics, memory, identity etc.) against the social-historical background.

Content of the module:

- Connotations of the concept of „culture“
- Culture theory and cultural disciplines
- Basic concepts of culture and communication (living environment, value system, cohesion, liquidity, fuzzyness, memory, identity)
- Critical contemplation of one’s own cultural history
- Cultural description and analysis: macro-, micro- und meso-analytical approaches
Kulturstudien

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

- die Kulturgebundenheit der Managementpraxis zu erkennen und zu operationalisieren,
- die Vielfältigkeit des Kulturbegriffs zu erkennen und seine verschiedenen Definitionen in Hinblick auf die Ausrichtung des Begriffs (z.B. erweitert, offen, geschlossen) sowie auf die ausgehende Disziplin (z.B. Wirtschaftswissenschaften, Kulturanthropologie, Sozialwissenschaften) zu klassifizieren,
- Kultur im Sinne der postmodernen Soziologie (Identitätsbegriff, Ideologiekritik) als gesellschaftliches Konstrukt darzustellen,
- die eigene Kultur aus wirtschaftsgeographischer und kulturanthropologischer Sicht kritisch zu reflektieren und Methoden der Kulturanalyse für betriebswirtschaftliche Fragestellungen anzuwenden (Symbolik, Ritualisierungen, Mythen, Visionen, Stile u.a.),
- Komponenten der eigenen Kultur (Zivilisation, Religion, Ethik, Gedächtnis, Identität u.a.) vor dem sozial-historischen Hintergrund zu rekonstruieren.

Inhalt des Moduls

- Varianten des Kulturbegriffs
- Kulturttheorie und Disziplinen
- Grundbegriffe von Kultur und Kommunikation (Lebenswelt, Wertesystem, Kohäsion, liquidity, fuzzyness, Gedächtnis, Identität)
- kritische Reflexionen zur eigenen Kulturgeschichte
- Kulturbeschreibung und -analyse: makro-, mikro- und mesoanalytische Ansätze
Einführung in das Internationale Marketing

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

– Aufgabenfelder und Berufsbilder im Marketing zu beschreiben
– den Gegenstand des Marketing sowie die grundlegenden theoretischen Konstrukte und Zusammenhänge zu definieren,
– die wesentlichen Entwicklungen in Marketingtheorie und Marketingpraxis zu diskutieren, insbesondere
  • Marketing-Konzepte von der Absatzsteigerung über marktorientierte Unternehmensführung bis hin zum „Generic Concept“,
  • die in der Marketingwissenschaft häufig verwendeten Theorieansätze
– allgemeine, internationale und interkulturelle Spezifika anhand von Fallbeispielen zu erkennen und zu beschreiben,
– den integrativen Zusammenhang des Studiengangs wiederzugeben und zu interpretieren

Inhalt des Moduls

– Marketing als Funktion und Institution
– Institutionen, Rollen und Aufgaben im Marketing Management und verwandte Berufsfelder
– Abgrenzung von Marketing, Marketing Management, marktorientierter Unternehmensführung
– Akteure im Marketing
– Aufbau, Funktionen und Typologisierung von Märkten)
– Marketing Mix:
  • Produkte und Dienstleistungen
  • Kommunikation
  • Wert und Preis
  • Distribution
– Marken
– Marktorientierte Unternehmensführung (Marketingmanagement)
– Kerngebiete des Marketing
  • strategisch
  • operativ (Marketinginstrumente)
  • Markt- / Marketingforschung
  • und ihr Zusammenhang
– Grundzüge und Impulse wesentlicher in der Marketingwissenschaft verwendeten Theorieansätze: Systemtheorie, Entscheidungstheorie, Verhaltenswissenschaften und Neue Institutionenökonomie
– Perspektivenwechsel sowie Gemeinsamkeiten und Unterschiede zwischen „generellem“ und „internationalem Marketing“ sowie „interkulturellem Marketing“
– Vermittlung des integrativen Zusammenhangs des Studiengang
- Anwendungsfelder des Marketing insbesondere Industriegüter-, Handels-, Dienstleistungs- und internationales Marketing, Non-Profit-Marketing
Einführung in das Internationale Tourismusmanagement

Dauer: 1 Semester

**Qualifikationsziele des Moduls**

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

- Tourismus-Phänomene und ihre Verbindungen mit sozialen, ökonomischen, psychologischen, kulturellen und politischen Arenen sowie deren Manifestierung in nationalen und internationalen Kontexten bestimmen und erklären zu können
- sich die soziologischen, anthropologischen und geografischen Grundlagen von Tourismus bewusst zu machen und diese auf wirtschaftliche Umfelder zu beziehen
- sowie die ganze Bandbreite und Bedeutung zu erschließen, die das Fachgebiet hat, wenn man institutionelle Prozesse, Unternehmenskulturen, Wirkungen des Tourismus und die touristischen Erfahrungen berücksichtigt

**Inhalt des Moduls**

- Phänomenologie des Tourismus und der Mobilität(en)
- Rahmenbedingungen, Planung und Innovation von Tourismus im öffentlichen Sektor
- Organisationskulturen im Gastgewerbe
- Methodische Grundlagen und Erkenntnistheorie des Tourismus
- Destinationen und Vorstellungswelten (Imaginäre)
- Ökonomie und Ökologie
- (Ausführung) von Kulturen und Identitäten
Einführung in Theorie und Praxis des Internationalen Eventmanagements

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

- 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,
- die quantitativen und qualitativen Dimensionen des Gesamtsystems „Eventwirtschaft“ und der verschiedenen Subsysteme darzustellen und zu diskutieren (Rekurs auf systemtheoretische Perspektive),
- 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 der Eventwirtschaft zu erkennen

Inhalt des Moduls

- Einordnung des Fachgebiets Eventmanagement als wissenschaftliche Disziplin (Forschungsstand, Fachliteratur etc.)
- Vorstellung relevanter Journals und Fachzeitschriften hinsichtlich ihrer Zielgruppen, inhaltlichen Ausrichtung, Erscheinungsmodi etc.
- Einordnung der Eventwirtschaft in generelle wirtschaftliche und sozialwissenschaftliche Disziplinen (Bezug zur Betriebswirtschaft, Volkswirtschaft, Sozialwissenschaften etc.)
- Charakteristika und Strukturen der Eventwirtschaft in der Praxis
- Inhaltliche Dimensionen der Eventwirtschaft im Überblick (Hardware, Software, Wirtschaftlichkeit (Wertschöpfungskette etc.), Organisation, Akteure und Netzwerke)
- Analyse und Bewertung ausgewählter Praxisbeispiele unter Hinweis auf gängige Methoden und Instrumente
Einführung in das Kunst- und Kulturmanagement

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

– die historische Entwicklung des Feldes 'Kulturmanagement' und wichtige Akteure und Tätigkeitsbereiche im Spannungsverhältnis zwischen Kunst und Ökonomie und dessen gesellschaftlich-ethischen Implikationen zu beschreiben,
– die grundlegenden kulturpolitischen, rechtlichen und gesellschaftlichen Rahmenbedingungen des Kulturmanagements zu erklären,
– die eigenen Studienziele und die persönliche Motivation für eine Tätigkeit im Kunst- und Kulturbereich zu reflektieren

Inhalt des Moduls

– Einführung in die Geschichte des Kulturmanagements und damit verbundene Debatten
– Einführung in Keywords und zentrale Konzepte des internationalen Kulturmanagements
– Überblick über kulturpolitischer, -rechtlicher und gesellschaftlicher Rahmenbedingungen für Kunst und Kultur in Deutschland
– Überblick über die Kultursparten und -institutionen sowie zentrale Managementfelder (z.B. Fundraising, Vermittlung, Marketing, Führung)
Grundlagen der internationalen Energiesysteme

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

- die Internationale Energiewirtschaft, ihre Geschichte, ihre Internationalität und ihre Teilbereiche im Überblick zu definieren, hinsichtlich ihrer interkulturellen Facetten und Perspektiven zu beschreiben und gegenüber anderen Dienstleistungsbranchen abzugrenzen;
  - die ökonomischen, ökologischen und politischen Rahmenbedingungen der Energiebranche zu erfassen;
  - die Merkmale und Besonderheiten von Energie als Produkt und Dienstleistung zu erläutern
  - Grundbegriffe und Verständnis für Phasen der Energiegewinnung und Kraftwerkstechnik und Transport in internationale Kontexte kulturabhängig einzuordnen;
  - Bedeutung von thermodynamischen und elektrotechnischen Zusammenhängen am Beispiel von ausgesuchten Energiesystemen darstellen können.

Inhalt des Moduls

- Grundlagen, Charakteristika und Strukturen des Energiemanagements- und -handels
- Die energiewirtschaftliche Wertschöpfungskette
- Das Spannungsverhältnis ökonomischer, ökologischer und rechtlicher sowie politischer Rahmenbedingungen in der Energiewirtschaft
- Gesellschaftliche Verantwortung und Nachhaltigkeit und aktuelle Energieszenarien
Einführung in das internationale Medienmanagement

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

- die Grundbegriffe des Medienmanagements und die Ausformungen medialer Kulturen zu definieren,
- Entwicklungen medialer Prozesse im Hinblick auf historische, gesellschaftliche, kulturelle, technische und wirtschaftliche Veränderungen aus nationaler und internationaler Perspektive zu beschreiben,
- zentrale Gegenstandsbereiche und Fragestellungen der Medien- und Kommunikationswissenschaften zu definieren,
- die wichtigsten Modelle, Konzepte und Theorien der Kommunikations- und Medienwissenschaften zu beschreiben und zu unterscheiden,
- zentrale Funktionen des Medienmanagements in Unternehmen und öffentlich-rechtlichen bzw. privaten Medienhäusern zu erläutern und deren Beziehung zu organisatorischen Prozessen, fachverwandten Disziplinen und gesellschaftlichen Subsystemen zu beschreiben,
- die Bedeutung, Merkmale und Besonderheiten von Medien als komplexe Systeme in Wirtschaft und Gesellschaft zu erläutern und die gegenseitigen Abhängigkeiten und Wechselwirkungen aus nationaler und internationaler Sicht einzuordnen,
- zur gesellschaftlichen Verantwortung der Medien Stellung zu nehmen und diese auf interkulturelle Faktoren, eigenes Handeln und rechtliche Rahmenbedingungen zu beziehen

Inhalt des Moduls

- Grundbegriffe und Aufgaben des Medienmanagements aus nationaler und internationaler Perspektive
- Interdisziplinäre Kommunikations- und Medientheorien
- Theoretische und praktische Grundlagen medialer Systeme in Wirtschaft, Gesellschaft und Kultur
- Rolle der Medien im Spannungsfeld von Wirtschaft, Gesellschaft und Kultur
- Medienethik und medienrechtliche Thematiken
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 &
  - develop
  financial and human resources,

- manage resources in a purposeful way in the context of varying conditions (“constraints”), strategies and conflict situations (“tensions”),

- apply different methods of researching and making decisions regarding the procurement measures required in a company,

- describe the tasks and instruments of financial management (financial consequences of productivity-based decisions, alternative forms of financing, short and long-term financial and liquidity planning, capital expenditure budgeting including its mathematical principles),

- understand the role of human resource management within the context of general management, explain and critically question the most important structures and processes of HRM and apply selected methods and tools of personnel management,

- analyse the composition of the organization and its formal structure, interpret the objectives and conditions of structuring an organization and assess organization structures with a view to the situation and cultural context.

Content of the module

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

Duration: 1 Semester

Qualification objectives of the module

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

– describe some of the basic aspects of German history and culture,
– denominate and use some concepts of the theory of culture,
– understand the social and cultural basis of business activities in the German speaking region and assess it for their own business activity
– discuss alternatives for business activity (market entry) taking into account the German context and make suggestions,
– formulate business development and marketing perspectives for the German speaking region, relating it specifically to their own program (e.g. inbound and outbound tourism, trade fair activities, marketing and media landscape, typical cultural institutions in the country etc.); these perspectives are the subject of the student assignment with instructor guidance.

Content of the module

– The main features of integrated civilisation and culture
– History
– Demography and 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 German speaking region, as well as market and demand requirements,
– Strategies for business activities
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.
Managing Operations Globally

Duration: 1 Semester

Qualification objectives of the module

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

- 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, 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

Content of the module

- Introduction to operation management
- Basic definitions of terms used in operations management
- Concepts involved in designing and managing business operations of goods and services
- Fundamental tools and techniques for analyzing operations, including demand forecasting, process management, capacity planning, inventory management
- Quality control, Supply Chain Mgmt., Logistic Network Design, JIT, Lean and Six-Sigma
- Resources and Capabilities for Sustainable Operations Strategy
- Design for the Environment and Remanufacturing
- Sustainable Logistics and Supply Chain Management
- Closed-Loop Supply Chains
- Eco-Efficiency, Metrics, Indicators
Intercultural Business Communication

Duration: 1 Semester

Qualification objectives of the module

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

– 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 a cross-cultural interaction, demonstrate empathy and take these into account in their own communicative actions,
– conceptually differentiate interculturality from multiculturality and transculturality,
– apply synergy-oriented strategies to intercultural team-building processes and
– cooperatively manage knowledge and communication in the context of intercultural organizations.

Content of the module

– Fundamentals of intercultural communication (interaction, perception, image, otherness)
– Linguistics, semiotics and intercultural business communication
– Culturally specific business and management styles
– Intercultural team building, knowledge management and business organization
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
- 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)
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
Tourism Geographies

Duration: 1 Semester

Qualification objectives of the module

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

– explain the role of space and place using cultural, geographical and anthropological lenses to explore the social construction of tourism in globalization, development and mobilities
– demonstrate how spaces are shaped from various human and physical perspectives through the diversity of tourism practices at local, regional, national and international level
– investigate planned and spontaneous landscapes to understand the consumptive spaces of tourism as well as reflexivity in consumption within particular social relations
– analyse differing socio-economic, environmental and cultural impacts of tourism on a destination and review the creation of new tourist geographies in social, technological, economic and political arenas

Content of the module

– Methodological considerations in tourist destinations
– Tourism flows and its implications in development
– Tourism as mobilities and performance
– Media Images, representation and tourism
– Impacts of tourism and their implications for local geographies
Strategic Planning and Destination Development

Duration: 1 Semester

Qualification objectives of the module

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

- situate the roles of strategic planning and destination development in wider contexts such as competitiveness, authenticity and identity in tourism
- identify problems and stakeholders in the development of international tourism as well as critically assess tourism under consideration of market principles
- discuss the strategic marketing process and its influence on operational marketing for different companies in the tourist business
- employ real life case studies to understand the functioning of DMOs and branding imperatives

Content of the module

- International policy guidelines for tourism planning and their impact on smaller-scale actors
- Role of destination management and marketing
- Power conflicts in planning and development: Social construction of realities vs policy and implementation
- Considerations in tourism planning and sustainability in the tourism imperative
- Case studies on strategies and strategic processes of companies in the tourist business and destinations
- Niche markets in the tourist sector
**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
Events Marketing and (Re-)Positioning

Duration: 1 Semester

Qualification objectives of the module

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

- Explain principles of services marketing
- Differentiate between various service providers in the events industry (catering, event agencies, technical service providers, etc.) and understand their respective context
- Promote and position events on competitive markets
- Modify events and their service components according to changing market requirements and adapt them to international target markets
- Integrate services into the design of an event as product (single event) or series of products (series of events)
- Apply teamwork and collaboration skills

Content of the module

- Specifics of services as opposed to products
- Events as “service products”
- Understanding of service resp. event marketing in its theoretical context (e.g. according to the neo-institutional or neo-behaviouristic paradigm)
- Operational services and event marketing (8-Ps approach)
- Positioning of events on target markets by referring to principles of services marketing
- Event marketing strategies and how they may change during an event’s life-cycle
- Brand-building with events, branding, emotional marketing, event marketing and entertainment marketing
Challenging Actors: Networks, Mediation, Dramaturgies

Duration: 1 Semester

Qualification objectives of the module

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

- Identify the complex actor networks in various arts and cultural fields
- Develop strategies to mediate between and/or integrate conflicting positions in complex artistic projects
- Apply research methods to analyse and evaluate complex artistic projects, the stakeholders and the dramaturgies of performances involved and their ethical implications

Content of the module

- Self-dramatization / role theory, acting theories, Actor Network Theory
- Actors and roles in national and international cultural institutions and projects
- Systemic approaches for communication and mediation in complex projects
- Miniature research project on current challenges for exemplary actors in the artistic and cultural field
Cultural Policy, Financing and Law

Duration: 1 Semester

Qualification objectives of the module

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

- debate current issues and challenges in cultural policy in Germany and beyond,
- evaluate the different forms of financing for arts and culture (public/state; private financing, sponsoring, fundraising, foundations) and to compare international practices and their social, cultural and ethical implications
- summarize the basic regulatory framework of arts management and assess the basic legal organization forms and legal instruments in the artistic and cultural field

Content of the module

- Current debates in national and international cultural policy
- Culture law: case studies in the artistic and cultural field (e.g. contract law, labour legislation, intellectual property rights, artists’ social security)
- Fundamentals of financing in the culture industry, regional and state support of culture, cross-national financing (EU and UNESCO funded projects), sponsoring, foundations, fundraising
Energy Industry Management

Duration: 1 Semester

Qualification objectives of the module

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

- explain the specifics in the value chain of energy supply and future development trends
- position various actors along the value chain, assess their communication and interdependencies
- describe the changing market requirements on national and international target markets
- differentiate between various energy products and services and evaluate their economic and ecological potential
- describe different operations in the energy industry

Content of the module

Generation:

- Describe the production process principles
- Differentiate between decentralized and centralized energy
- Discuss potential technological developments
- Understand composition of generation costs
- Understand investment decisions and describe the current dilemma in Germany
- Understand the capacity planning model and interdependencies to the Merit-Order-Concept

Gross Sales & Trading

- Understand the interdependencies between energy trading and energy products
- Understand the differences between physical and monetary flows
- Describe different trading products
- Describe the different players on the market
- Discuss regulatory framework for new market design

Networks:

- Describe the network system
- Discuss emerging technologies
- Understand the main operation principles
- Explain the discussion on new investments in networks
- Discuss the incentive base regulation

Storage:

- Understand the need for storage
- Describe different current storage options
- Discuss emerging technologies: Power to Gas, Electrical Vehicles
Energy Efficiency

Duration: 1 Semester

Qualification objectives of the module

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

- explain the contribution of energy efficiency to sustainable development
- discuss national implementation strategies for energy efficiency and identify current challenges of their realization, e.g. rebound effects energy consumption and their behavioural dependencies
- describe the concept of demand side management as regards industrial customers, SMEs and households and public buildings, taking into account international benchmarks
- position market services on competitive markets from the point of view of a service provider, modify them according to changing market requirements and adapt them to international target markets apply teamwork and collaboration skills

Content of the module

- Energy efficiency legal framework
- Overview on incentive policy (subsidies)
- Energy efficiency concepts, e.g. DSM on residential, industrial level
- Energy Management Directive
- Methods to evaluate Energy Efficiency potentials
- Barriers of diffusion of energy efficiency concepts: behavioural, social and financial aspects
- Rebound Effects
- Discussion on sustainable energy consumption
- Energy service potential assessment
- Specifics of services as opposed to products
- Examples of current services: Plant-Contracting, Energy Efficiency Contracting
Media Concepts and Formats

Duration: 1 Semester

Qualification objectives of the module

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

- evaluate and interpret various media concepts, formats and end products appropriate to their position in various international program structures,
- define and discuss different content strategies for different media forms,
- understand the elements, dynamics and use of storytelling, dramaturgies and staging processes,
- explain the elements of transmedia and multimedia storytelling,
- locate different media formats regarding content and consumer behavior,
- decode the knowledge from narratology and dramaturgy to organisational and promotional agendas,
- indicate the context for media concepts with respect to international and intercultural differences and legal issues
- apply qualitative and quantitative research methodology and visual analysis

Content of the module

- Media strategies and formats regarding their position in media cultures (TV, radio, film, print, digital and social media, 3D)
- Conceptual development of media strategies, formats and end products from national and international aspects
- Elements of dramaturgy and narratology (such as character, story/plot, setting, theme, style, form, genre, narrative, suspense, persuasion)
- Elements and attributes of transmedia and multimedia storytelling
- Fictional and nonfictional formats: time structuring, spatial arena design, dramatical elements
- Self-dramatisation / role theory, acting theories (according to Goffman)
- Planning, organisation and management of media formats and productions in national and international contexts
Media Reception

Duration: 1 Semester

Qualification objectives of the module

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

- discuss and apply the concepts and findings of media psychology
- conceptualise the dynamic relationship between media influence, media effects and media impact as well as classify different theories on media reception
- differentiate between linear (or causal) concepts of media influence or media effects (on passive recipients) and social-scientific concepts exploring the active choices, uses, interpretations and constructions made of media materials by their consumers on an individual basis (audience reception theory, reception analysis)
- deal with specific ethical questions and apply their related principles and standards when addressing realistic dilemmas
- debate major and conflicting principles of media law
- deal with media reception and audiences in foreign countries based on their respective national context and culture and intercultural differences
- apply qualitative and quantitative research methodology and visual analysis

Content of the module

- Media psychology
- Media influence
- Media effects
- Media impact
- Advertising evaluation
- Violence in media and society
- Media reception models and audience theories
- Reception analyses in Germany and foreign countries (e.g. stereotypes as part of media coverage and their impact on the media users)
- Media ethics
- Media law
- Media realities
- Social Media and Second Life
- 3D reception
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
Business Ethics and CSR

Duration: 1 Semester

Qualification objectives of the module

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

- Develop theoretical and practical insights in the fields of business ethics and sustainable business,
- Acquire a critical understanding of the characteristics of ethical issues in business and of the theories and practices on the implementation of business ethics,
- Appreciate ethical issues and the influence these issues have on management decision making, behaviour, policies, and practices,
- Understand appropriate business responses and management approaches for dealing with social, political, environmental, technological, and global issues and stakeholders

Content of the module

- The Relationship between Business and Society
- Fundamental Concepts of Business Ethics
- The Corporation in Society
- The Stakeholder Approach
- Stakeholder Management
- Personal & Organizational Ethics
- Business Ethics and Technology
- Globalization and Ethics
Entrepreneurship & Business Planning

Duration: 1 Semester

Qualification objectives of the module

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

- Describe the environment and nature of entrepreneurship, the profiles of practicing entrepreneurs and the development of creativity and innovation
- analyze the process necessary to assess and launch new ventures
- examine the growth and development of entrepreneurial ventures
- address operational issues of marketing and law that affect preparation, planning and the operation of entrepreneurial start ups
- review contemporary issues in the world of entrepreneurship.

The students will be able to appreciate that entrepreneurship is a cohesive process of creativity, risk-taking and planning. This course will adopt a multi-disciplinary approach to the study and practice of entrepreneurship. Students will have the opportunity to examine the process of creating a new venture, the role of the entrepreneur and the factors that drive the entrepreneurial process.

Besides the assessment type students should also be able to deliver and to elaborate a business plan as basic part of this module. This practical approach leads the students to a reflected plan describing their business case or business idea.

Content of the module

- The nature of entrepreneurship
- The entrepreneur
- Creativity and innovation
- Strategic planning for new ventures
- Developing an effective business plan
- Assessment and evaluation of new ventures
- Structuring the new venture
- Financial considerations in the entrepreneurial environment
- Venture financing for entrepreneurs
- Marketing issues related to new ventures
- Legal and ethical issues related to emerging ventures
- Managing entrepreneurial growth and management succession
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
Evolution in Digital Marketing

Duration: 1 Semester

Qualification objectives of the module

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

– explain how internet-based technologies affect organizations, markets, industries and, in particular, international marketing,
– discuss the meaning of fundamental terms like e-business, e-commerce, e-marketing,
– relate e-business to the broad subjects of globalization, organizational change and international marketing,
– appreciate the difference between the physical value chain and the international e-business value chain,
– differentiate typical e-business and e-marketing models,
– identify the factors that influence international market entry and competitive strategy in the e-business environment,
– discuss international competitive e-business strategies, marketing strategies and programs.

Content of the module

– Internet-based technologies and their impact on organizations, markets, industries and international marketing
– Fundamentals of e-business: e-business, e-commerce-, e-marketing, and other e-activities, history of e-business
– E-business and its relation to the broad themes of globalization, organizational change and international marketing (e.g. disintermediation)
– Internet and the e-value chain
– International environment of e-business: e.g. e-business related legal and tax issues, cultural issues, user demographics, payment systems
– International marketing strategy and e-business: e.g. internet issues and foreign market entry, international competitive e-business strategy
– Marketing instruments and e-business: products, services, pricing, distribution and logistics, communication in e-business
– Case studies regarding e-marketing strategies and programs
Current Issues in the MEEC Industries

Duration: 1 Semester

Qualification objectives of the module

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

- identify and analyze current issues of event market segments, taking into account ethical, social and ecological aspects in particular
- critically analyze and evaluate an example of a current issue
- identify and evaluate relevant trends of international markets and, if relevant, transfer them to other markets
- work on research questions independently in an academic manner and, as a result,
- contribute towards developing theoretical approaches for the MEEC industry

Content of the module

- Discussion of current issues of the MEEC Industry (e.g. currently discussing “Green Events”, Experience Economy, “Pharma- Kodex”, etc.)
- Work on current issues by creating a case study and evaluating it
- Presentation and discussion of relevant international market trends
- Possibility of transferring market trends from one market segment to another market segment: opportunities and risks
International Aspects of the MEEC Industry

Duration: 1 Semester

Qualification objectives of the module

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

- present, explain and lecture on selected national markets as regards hardware (e.g. event locations), software (e.g. types of events and event contents), organization and profitability
- to analyze the market of the host country, including its market segments, structures and players etc. and compare it with other markets
- decode and recognize other cultural contexts and arrange events with international participants in cross-cultural contexts
- to differentiate between international networks of the event sector and integrate them as possible interaction partners

Content of the module

- Cultural specifics of various national event markets / event cultures
- Presentation of various national markets as regards hardware (e.g. event locations), software (e.g. types of events and event contents), organization and profitability, in particular leading markets for specific types of event (e.g. the Italian trade fair market, the Canadian convention market, sports events in the USA)
- Analysis of various practical examples taken from international contexts
- Events in cross-cultural contexts: challenges and courses of action
- Development of a benchmark system for a selected market segment
- International networks of the event sector and their respective significance in the various market segments
International Aspect of Media and Communication Management

Duration: 1 Semester

Qualification objectives of the module

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

– compare and analyse selected national media markets with regards to the market situation and recent developments
– analyse in depth the market of a country, including its market segments, structures and players etc. and compare it with other markets
– differentiate between international networks of the media sector and integrate them as possible interaction partners
– analyse corporate communication as it is applied in different countries and with regard to different cultural settings
– recognise and interpret different cultural contexts and find institutional arrangements with international participants in cross-cultural situations

Content of the module

– specifics of various national media markets
– cultural aspects that affect media popularity and use
– presentation on various national markets with regard to the market situation and current developments
– international networks in the media sector and their role in various market segments
– intercultural and trans-cultural approaches to corporate communications
Current Issues in Media & Communication Management

Duration: 1 Semester

Qualification objectives of the module

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

- identify and analyse current issues of media and communication and develop appropriate solutions
- identify and evaluate relevant trends in the industry
- independently work on contemporary research questions in an academically competent manner
- assess current theoretical issues
- debate prevailing ethical questions

Content of the module

- exemplary discussion of current issues in media and communication management (e.g. currently being discussed)
  - processes of mediated communication
  - narratives
  - media audience theory
  - reception analysis
  - contexts, cultures and computers
  - convergence
  - mergers and strategic alliances in the media business
  - trends in market structure
  - qualitative vs. quantitative research approaches
- work on current issues by creating a case study and evaluating it
- theory and methodology of media studies
Märkte, Kultur und Kommunikation

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

– die Wechselwirkungen von Märkten, Kultur und Kommunikation zu verstehen und in ihrer Bedeutung für unternehmerisches Handeln – auch unter ethischen und normativen Aspekten – aus einer interpretativen wissenschaftlichen Perspektive zu benennen und zu beschreiben,
– kommunikatives Handeln und Verhalten im Kontext sozio-kultureller Systeme zu interpretieren und im Hinblick auf einfache Kulturunterschiede zu diskutieren,

Inhalt des Moduls

– Kulturgeschichtliche Zugänge zur Ökonomie
– Grundlagen der verstehenden Soziologie und der Symbolökonomie
– Mechanistische und interaktionstheoretische Kommunikationsmodelle und deren Auswirkungen auf das Verständnis von Akteuren und Arenen im kulturellen Kontext
– Beschaffenheit von Kulturen und Märkten aus mikro- und makrodimensionaler Perspektive
– Stereotypen des Interpretierens in unterschiedlichen (regionalen, organisationalen, institutionellen) Kontexten
– Fallstudien
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 Management

Duration: 1 Semester

Qualification objectives of the module

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

- Adopt an intercultural perspective for evaluating international management issues.
- Comprehend the complexities of multinational and cross-cultural business and organizational activities.
- Distinguish between different market entry strategies and chose an appropriate approach to international expansion.
- Identify the basic types of international organizational structures and be able to suggest which fits a give international business strategy or certain market conditions better.
- Appreciate issues that have an important influence on management decisions in international business, including: foreign regulation, trade agreements, organizational governance and ethics.
- Practice determining business strategy and structure, choosing market entry modes, and setting operative planning requirements, as well as analysing their suitability given realistic conditions and limitations based corporate case studies.

Content of the module

- Foundations in intercultural management, including definition of external and internal factors that influence managing in foreign and across different cultures, models on how to compare cultures and an orientation to how language and other forms of communication affect understanding and cooperation.
- Cross-cultural management skills, such as acceptance of ambiguity, identifying how contextual aspects influence understanding and collaboration, and acceptance of cultural diversity.
- Issues that influence organizational and commercial communication abroad, including managing multi-cultural teams, foreign job assignment, and international corporate culture.
- 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.
- Definition and suitability of the diverse modes of entry into foreign markets, including 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 of International Business operations, including Marketing channels, international negotiation, contracting and account management.

International Governance and Organizational Sustainability.

Ethical issues in international management, including distribution of wealth, corruption, bribery, and natural environment.
Intercultural 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 zielgerichtet 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
- Grundzüge wesentlicher im interkulturellen Marketing verwendeter Theorieansätze
- 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
- Grundzüge wesentlicher im interkulturellen Marketing verwendeter Theorieansätze
- Ethik im interkulturellen Marketing
Märkte und Markt-Akteure

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

- Märkte (national, international, regional) zu definieren und zu differenzieren,
- die Typen, Organisationsformen und Interessen der Akteure in nationalen und internationalen Märkten zu differenzieren,
- die verschiedenen Typen von (Kauf-)entscheidungen und (Kauf-)entscheidungsprozessen zu differenzieren
- die Einflussgrößen auf das individuelle Verhalten von Käufern im nationalen und internationalen Kontext zu interpretieren,
- die Ziele sowie die grundlegenden Methoden, Instrumente und Einsatzfelder der Markt- bzw. Marketingforschung sowie der Käuferverhaltensforschung zu erklären,
- Konzepte zur Erforschung von Märkten und des Käuferverhaltens exemplarisch zu entwickeln und anzuwenden

Inhalt des Moduls

- Märkte (national, international, regional)
- Anbieter und Nachfrager, Wettbewerber, Lieferanten, Mittler etc.
- Grundlagen der Markt- bzw. Marketingforschung:
  - Forschungsbereiche und Aufgaben
  - Bewertung von Informationen und Informationsquellen nach Qualität und Nutzen
  - Primär- und Sekundärforschung
  - Eigenmarkt- und Fremdmarktforschung
  - Forschungsprozess von der Definitions- bis zur Dokumentationsphase unter Anwendung der Methoden der empirischen Wirtschafts- und Sozialforschung
  - Erhebungsformen wie Befragung, Beobachtung, Panelerhebung, apparativ unterstützte Erfassung von Zeichen, psychophysiologische Erhebungsverfahren, Inhaltsanalyse
  - Überblick und exemplarische Vertiefung zu den Einsatzfeldern der Markt- bzw. Marketingforschung
    - Marktforschung bei Marktsegmentierung, Prognose-forschung, Präferenzforschung, Markenartikel-Forschung, Konkurrenzforschung, Kundenzufriedenheits-forschung
    - Marktforschung von der Produktidee bis zur Markteinführung: Marktanalyse, Produktpositionierung, Marktforschung bei der Produktentwicklung, Testmarktforschung, Produkteinführung
- Fokus: Käufer (Konsumenten, Organisationen)
- Ansätze, Ziele und Methoden der Verhaltensforschung und der Erforschung des Käuferverhaltens
- Grundtypen von Käufern, (Kauf-)entscheidungen und (Kauf-)Entscheidungsprozessen
- Kulturelle, soziale, persönliche, psychologische und situative Einflüsse auf das individuelle Käuferverhalten:
• Käufer als Individuen
• Wahrnehmung
• Lernen / Gedächtnis
• Motivation, Werte, Involvement
• Einstellungen und Einstellungsänderung
• Selbstbild
• Käufer als Entscheidungsträger
• Individuelle Entscheidungen
• Kaufsituation, Nachkaufbewertung, Produktentsorgung
  - Kulturelle, soziokulturelle und interkulturelle Einflüsse auf das Käuferverhalten
• Gruppeneinfluss, Meinungsführerschaft, Verbreitung von Innovationen
• Europäische Käufer
• Familienstrukturen und Entscheidungsfindung im Haushalt
• Einkommen und Gesellschaftsschicht
• Alterssubkulturen
• Lebensstil-Gruppen
• Internationale Unterschiede in den Einflüssen auf das Käuferverhalten
**Konsum, Märkte und der Tourist**

Dauer: 1 Semester

*Qualifikationsziele des Moduls*

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

- Tourismus als ein Produkt, das in der Verbindung von Industrie, Managementverantwortung und Verbraucherverhalten entsteht, darzustellen
- Konsum im Sinne einer Kultur der Verbraucherwahl und des Verbraucherhandelns und identitätsstiftende Handlung im sozialen Raum zu verstehen
- Märkte als kulturell geformte Arenen mit Marktpotenzial zu identifizieren und Vermarktungsstrategien für Tourismus-Produkte zu entwickeln
- den Touristen im Konsumentenverhalten, alltäglichen Verhalten und im Ausdruck der persönlichen Identität zu verorten

*Inhalt des Moduls*

- strukturelle Eigenschaften der Tourismuswirtschaft und ihre verschiedenen (Marktformen)
- Konsum- und Markttheorien
- Ideologien massenmedialer Marktplätze und interpretative Strategien der Konsumenten
- Stakeholder der Tourismusindustrie
Märkte und Akteure der Eventindustrie

Dauer: 1 Semester

**Qualifikationsziele des Moduls**

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

- die Entwicklungslinien von Teilmärkten wie „Messemärkte“, „Kongressmärkte“, Theatermärkte“ etc. in Vergangenheit und Zukunft (Trends) sowohl in der nationalen als auch in internationalen Ausprägungen zu beschreiben und einander gegenüberzustellen,
- die verschiedenen Dimensionen (Angebot und Nachfrage) der Veranstaltungsmärkte bzw. Teilmärkte im Überblick darzustellen und zu klassifizieren
- verschiedene relevante Akteure des Eventmarktes bzw. ausgewählter Teilmärkte, ihre jeweiligen Ansprüche, Erwartungen und Bedürfnisse sowie Interaktionsmuster und Vernetzungen/Netzwerke zu unterscheiden

**Inhalt des Moduls**

- Marktumbgrenzung, Angebots- und Nachfragedimension des deutschen und internationalen Eventmarktes (Gesamtmarkt und ausgewählte Teilmärkte wie beispielsweise Messemarkt, Kongressmarkt etc.)
- Entwicklungslinien und aktueller Status (Merkmale, Volumina, aktuelle Trends) der Märkte bzw. Teilmärkte
- Akteure und Stakeholder des Veranstaltungsmarktes und ausgewählter Teilmärkte: relevante Institutionen, Organisationen, Dienstleister, Ämter und Behörden (Ordnungsamt etc.), Unternehmen, Besitz- und Betriebsgesellschaften von Event Venues etc. mit ihrer jeweiligen Bedeutung, ihrem spezifischen Rollenverständnis sowie ihrer Netzwerk- und Interaktionspraxis
- Vorstellung ausgewählter Praxisbeispiele (z. B. Olympische Spiele), die die soziale und politische Bedeutung von Veranstaltungen nicht nur für die Veranstaltungsmärkte selbst, sondern für das gesamtgesellschaftliche System zeigen
Kunst und Kultur: Geschichte, Theorie, Gesellschaft

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

– die historische Wechselwirkung von künstlerischen, wissenschaftlichen, ökonomischen und weiteren gesellschaftlichen Entwicklungen exemplarisch interdisziplinär zu analysieren

– zentrale Positionen der Kulturwissenschaften (insbes. Kunst- und Kulturtheorie) zu erläutern

– grundlegende Forschung der Kunst- und Kultursoziologie zu reflektieren und auf Fragestellungen des Kulturmanagements anzuwenden

Inhalt des Moduls


– Grundlagen der Kunst- und Kultursoziologie (u.a. aus Feldtheorie, Systemtheorie, soziale Ungleichheit, Klassen- und Schichttheorien, Milieu- und Lebensstilansätze)

– Soziale und Kulturelle Herausforderungen der Gegenwart (z.B. Globalisierung und Differenzierung, Ökonomisierung, Mediatisierung) und deren Implikationen für Kunstproduktion und –rezeption
Global Natural Resources and Sustainability

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

- Globale ökologische Herausforderungen kennen und auf Basis systemtheoretischer Überlegungen die ökonomischen, ökologischen und politischen Bedeutung der internationalen Energiebranche zu diskutieren
- die verschiedenen Naturressourcen (erschöpfbare Energieträger: fest, flüssig, gasförmig; erneuerbare / regenerative Energieträger) weltweit zu lokalisieren und ihre Verfügbarkeit (ökonomisch, technisch, ökologisch und sozial) darzustellen
- die interkulturelle Kommunikation und Interaktion der Akteure der Energie-Märkte, ihre jeweiligen Ansprüche, Erwartungen und Bedürfnisse sowie Interaktionsmuster und Vernetzungen/Netzwerke zu beschreiben
- ethische Konflikte, die auf die Ressourcenverknappung zurückzuführen sind, zu identifizieren und zu diskutieren
- Nachhaltigkeitskonzepte kennen und gegenüberzustellen zu können und sowohl zur gesellschaftlichen Verantwortung der Nutzung natürlicher Ressourcen als auch zu ethischen Grundsatzfragen Stellung zu nehmen.

Inhalt des Moduls

- Wissenschaftliche Ergebnisse zur Klimaforschung und ihre Konsequenzen für Umwelt und Gesellschaft
- Bedeutung von Energiemärkten für Umwelt und Gesellschaft auf globaler, regionaler und lokaler Ebene
- Nachhaltigkeit im globalen Kontext
- Nachhaltigkeitskonzepte
- Analyse der internationalen und nationalen Märkte von Energieträgern (fest, flüssig, erneuerbare/regenerative Energieträger)
- Bewertung der Ressourcen, der Reserven, des ökonomischen und technischen Potenzials, der statischen und dynamischen Reichweite, globale Situation, Szenarien
- Preisbildungsmechanismen: Angebot- und Nachfragedimension
- Wichtige Akteure: relevante Institutionen, Organisationen, Dienstleister, Unternehmen etc. mit ihrer jeweiligen Bedeutung, ihrem spezifischen Rollenverständnis sowie ihrer Netzwerk- und Interaktionspraxis
Mediensysteme: Akteure, Märkte und Kulturen

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

– die Grundbegriffe der Medienökonomie zu definieren,
– das Mediensystem der Bundesrepublik Deutschland und dessen politische, ökonomische, gesellschaftliche, kulturelle, historische, technologische und rechtliche Grundlagen (auch im Vergleich zu anderen nationalen Medienmärkten) im Überblick darzustellen, hinsichtlich seiner unterschiedlichen Facetten und Perspektiven zu beschreiben und von anderen gesellschaftlichen Systemen abzugrenzen,
– das nationale Mediensystem im Vergleich zu wichtigen internationalen Medienystemen zu positionieren und die ökonomischen, politischen und rechtlichen Rahmenbedingungen zu beschreiben,
– die verschiedenen Akteure des Mediensystems, ihre jeweiligen Ansprüche, Erwartungen und Bedürfnisse sowie Interaktionsmuster, Vernetzungen und Netzwerke zu identifizieren,
– die Bedingungen verschiedener Medien-Teilmärkte (Film, TV, Radio, Musik, Print, Online, Games) sowie deren Entwicklung (z.B. Medienkonvergenz, Digitalisierung, 3D) sowohl in nationalen als auch in internationalen Ausprägungen zu beschreiben und einander gegenüberzustellen,
– Teilmärkte und Akteure mit Anforderungen medialer Kulturen (z.B. digitale Kulturen) zu verbinden,
– Markt- und Wettbewerbsanalysen durchzuführen und auf spezifische Medienteilmärkte anzuwenden

Inhalt des Moduls

– Theoretische und praktische Grundlagen der Medienwirtschaft
– Struktur sowie politische, wirtschaftliche, gesellschaftliche, historische, kulturelle, technologische und rechtliche Rahmenbedingungen des nationalen Mediensystems und seine Abgrenzung/Beziehungen zu wichtigen internationalen Mediensystemen
– die jeweilige Bedeutung, das spezifische Rollenverständnis, Netzwerk- und Interaktionspraxis von Akteuren und Stakeholdern des nationalen Mediensystems: relevante Institutionen, Organisationen, Staat, öffentlich-rechtliche und privatrechtliche Intermediäre, Medienhäuser, Agenturen und andere Dienstleister, Journalisten, Kommunikatoren, Rezipienten
– Interdependenzen von Akteuren, Märkten und medialen Kulturen
– Teilmärkte des Mediensystems: Entwicklungslinien und aktueller Status der Märkte (Merkmale, Volumina, aktuelle Trends)
Advanced Company Project

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module will be able to autonomously identify, plan and implement a selected social or business project, preferably international, e.g. from the fields of culture, tourism, marketing, business development, trade fair, convention, event, organisation, personnel etc. with the help of tutors (instructors) and supervisors (professors). This involves integrating, applying and implementing the knowledge acquired in the modules to date.

Content of the module

Autonomous development of a project idea and implementation of a project under supervision and in collaboration with external partners (“sponsors”). If relevant, students can base their project on work carried out in the project module in the 3rd semester.
Managerial Accounting

Duration: 1 Semester

Qualification objectives of the module

Students who have successfully participated in this module are able to:

- present the meaning of corporate accounting as source of information, which generates figures that are useful for external stakeholders to assess the company’s business performance (external accounting, annual financial statement) and for internal stakeholders to make business decisions based on the data (internal accounting),
- define the structure and the data of the annual financial statement, describe how the balance sheet is drawn up, including bookkeeping and the profit and loss account, explain the different items of the balance sheet and the profit and loss account and understand their significance,
- describe cost accounting as basis for budget planning and as basis for the calculation of products, services, contracts, projects etc.,
- present the meaning of cost management and define adequate methods (cost / benefit calculation, calculation of cost types, cost centres and cost units, cost accounting and cost allocation),
- define what makes up project cost management and how it is carried out using an example.

Content of the module

- Accounting as a tool for strategy assessment
- Translating transactions in accounting data
- Comparison of financial and managerial accounting
- Key Concepts of cost and financial accounting
- Cost behaviour and cost-volume-profit-analysis
- Calculation of products, services and activities
- Profit planning and cost budgeting for departments and business units
- Income statement and balance sheet
- Accrual accounting and Asset accounting
- Liabilities and equity
- Cash flow and financial statement analysis
Sustainable Development

Duration: 1 Semester

Qualification objectives of the module

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

- determine how firms and other organizations make decisions to allocate limited resources and contrast different theoretical approaches about efficient internalization of externalities and institutional design
- identify the various constituent dimensions of sustainable development: environmental, economic and social sustainability, explain the evolving discourse of sustainability and identify the main actors and stakeholders in the global sustainability discourse
- select appropriate business responses and management approaches for dealing with social, political, environmental, technological, and global issues and stakeholders
- evaluate potential green business opportunities
- apply different sustainability management models and propose intra- and inter-organizational sustainability management instruments including environmental reporting and life cycle analysis
- 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

- determine how firms and other organizations make decisions to allocate limited resources and contrast different theoretical approaches about efficient internalization of externalities and institutional design
- identify the various constituent dimensions of sustainable development: environmental, economic and social sustainability, explain the evolving discourse of sustainability and identify the main actors and stakeholders in the global sustainability discourse
- select appropriate business responses and management approaches for dealing with social, political, environmental, technological, and global issues and stakeholders
- evaluate potential green business opportunities
- apply different sustainability management models and propose intra- and inter-organizational sustainability management instruments including environmental reporting and life cycle analysis
- 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
International Finance and Sustainability

Duration: 1 Semester

Qualification objectives of the module

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

- 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 business
- analyse the financial process related to at least one specific and complex international management issue
- 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

Content of the module

- 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
- Public finance and fiscal reform
- Environment and Natural Resource Taxation
- The System of Environmental – Economic accounting (SEEA)
International Collaboration Management

Duration: 1 Semester

Qualification objectives of the module

The module deals with new forms of results centered direct and media-based collaboration in international and cross cultural teams. Therefore the module will be taught parallel and/or after the resources module and add additional aspects of international collaboration and resource allocation.

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

- deeply understand the role of international collaborative work patterns and flows such as in international projects and distributed marketing operations, corporate and cross corporate 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.

Content of the module

- Conceptual approach to international and intercultural collaboration in corporations, NGOs and cross-company operations, its basics and current relevance
- The principles of adaptive organizations and the project-based company
- 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
Intercultural Communicative Competence

Duration: 1 Semester

Qualification objectives of the module

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

- 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
- Public finance and fiscal reform
- Environment and Natural Resource Taxation
- The System of Environmental – Economic accounting (SEEA)

Content of the module

- 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
- Public finance and fiscal reform
- Environment and Natural Resource Taxation
- The System of Environmental – Economic accounting (SEEA)
Relationships in International Marketing

Duration: 1 Semester

Qualification objectives of the module

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

- define interactions and relationships from various perspectives (economical, technical, psychological, sociological)
- describe how relations are socially and psychologically constructed
- evaluate how to initiate and maintain relations to individual and collective actors
- structure the range of interaction and relationships in marketing (public relations, brand relations, network relations, channel relations, customer relations, etc.)
- apply certain methods and current technology to manage those relations (CRM, Social Media, among others)
- identify tools and methods to plan, implement and control marketing relations actively
- search for levers to improve specific relationships by marketing means

Content of the module

Approaches to marketing relations

- Emotional relations
- Formal and legal relations
- Transactional relations
- infrastructures of relations (Internet, logistics, others)
- psychological foundations of relations
- social relations
- relational content
- cultural specifics

Institutional approaches

- Transaction costs
- Agency problems

Social Networks

- Actor-Network-Theory
- Social Network Analysis

Interactions and relations in marketing
• public relations
• brand relations
• network relations
• channel relations
• customer relations, etc.

The ethics of relations

• exchange,
• service providing,
• collaboration,
• influence,
• persuasion,
• manipulation, etc.

Current methods and current technology to manage those relations one to one and one to many

• CRM
• retention management
• community management
• social media,
• among others

Managing customer life-cycles and the customer value including

• lead generation,
• customer retention,
• upselling and
• recovering.

Managing relations in an intercultural environment
International Marketing Channels and Operations

Duration: 1 Semester

Qualification objectives of the module

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

- describe and interpret the marketing operations of product and service companies from a strategic perspective
- describe the concept, structures and flows of marketing channels including indirect, direct, multi-level, distant and social channels both nationally and internationally
- carry our suitable steps to establish channels and develop business both strategically and operationally
- manage the intercultural differences affecting the marketing operations and channels
- apply tools and methods how to do research on marketing channels and operations manage them actively

Content of the module

- Design of marketing operations of product and service companies from a strategic perspective (top-down and bottom-up)

- Concepts, structures and flows of marketing channels including
  - questions of maturity
  - indirect,
  - direct,
  - multi-channel and
  - multi-level marketing,
  - franchising,
  - licensing,
  - co-marketing (co-branding)
  - distance marketing
  - social channels

  from a national, international and (inter-) cultural perspective

- Analysing and creating customer touch points (PoS, PoP, Pol)

- 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 on how to establish and develop international marketing channels and operations, including supporting operations (among others: branding, product- and service management, sales promotion, media)

- Tools and methods how to manage marketing channels and operations actively, including Key Account Management

- Measuring and controlling of channel and operational performance (Goal Setting, KPIs)

- Managing product and service life-cycles:
  - Launching,
  - Maintaining and
  - Re-Launching products and services,
  - End-of-Life Procedures

- Management of conflicts and intercultural differences affecting the marketing operations and channels

- The interrelation between marketing channels and business models
Critical Perspectives on Tourism

Duration: 1 Semester

Qualification objectives of the module

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

- integrate current ethical, political and social issues and reflect this in academic discussion in relation to gender, sexuality, class, ethnicity and disability
- argue and critically evaluate tourism as a social force that contributes to intercultural dialogue concerning issues of inclusion and exclusion, justice and inequality and the transformation of places and cultures
- embody a reflexive self in critical research practices that work on subjectivity, positionality and emotional empowerment especially in relation to developing new and alternative methodologies
- position and question ethical and socially responsible frameworks in tourism to consider the making of sustainable communities and creative/social entrepreneurship

Content of the module

- Business ethics and sustainability in tourism
- New economies and products in tourism consumption
- Impacts of the changing cultural, political and physical landscape
- Critical methodologies in tourism research
Tourism Operations

Duration: 1 Semester

Qualification objectives of the module

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

- assess the importance of intangible services, emotional experiences and symbolic values in a competitive market, and apply this to the configuration of customer relationships of service providers
- decode strategies and processes of procurement marketing as a central service of intermediaries
- analyse and develop management processes and interfaces to other service providers within the tourism value chain
- create a marketable product by combining various actors within tourist services

Content of the module

- Operational Management in International Tourism
- Characteristics and challenges of tourism as service industry
- Stakeholder and role in tourism value chain through collaboration, competitive vertical integration and international operations
- Overview of connections between strategic and operational marketing
Exhibitions, Conventions, Sports and Cultural Events: The Locations Dimension

Duration: 1 Semester

Qualification objectives of the module

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

− analyse the current market position of an event venue and position it successfully vs. its competitors in the future
− recognise relationships between an event location’s structural conditions and its operation, identify critical factors and compare and evaluate various international examples
− define, explain, plan and analyse critically the primary and secondary activities within the event venue’s value chain
− apply established management methods (e.g. portfolio analysis, balanced scorecard, scenario techniques, value analysis) to international examples of event venues
− demonstrate empathy and apply argumentation skills during the execution of group work and the assessment task

Content of the module

− Forms and characteristics of conventional event venues such as exhibition and convention centres, sports stadia, multifunctional arenas and cultural event venues, but also special event locations such as corporate branded spaces
− Event locations in competition: status-quo analysis and positioning strategies/future scenarios
− Conceptual design of event locations: basic analysis methods (market and needs analysis, location study, space and function concepts etc.)
− Construction of event buildings, based on selected practical examples: call for tenders and stakeholder communication
− Operational concepts (types of business, organisation concepts, personnel concepts etc. for the property) and their individual economic impact
− Financing models of event buildings (external financing/debt financing, equity financing, structured finance, etc.)
Exhibitions, Conventions, Sports and Cultural Events: The Operations Dimension

Duration: 1 Semester

Qualification objectives of the module

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

- organise and evaluate processes of planning and staging events
- implement the necessary structures and function units, taking into account legal aspects
- apply appropriate management methods, leadership concepts and instruments as well as decision-making techniques to operations of the events industry
- ensure the efficiency and outcome of an event with the help of risk and quality management and select and implement methods to evaluate the quantitative and qualitative success of an event

Content of the module

- Estimation of events’ impacts as framework for events staging
- Dimensions of operational planning and management of events according to different types of event such as: human resources, finances, marketing, function units, legal issues, bidding, site inspection & selection, staging and dramaturgy, logistics, quality management, event evaluation and stakeholder communication
- Selected function units in detail: security management, sales, catering, purchasing/procurement etc.
Strategic Arts and Cultural Management in Different Institutions and Social contexts

Duration: 1 Semester

Qualification objectives of the module

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

- analyse and differentiate between the specific strategic management requirements in different cultural institutions and social contexts (ranging from large and traditional institutions to individual entrepreneurship and from ‘high’ culture to popular culture, street art and beyond, nationally and internationally) and their ethical implications
- develop and apply management concepts which are suitable for the varying segments and select specific management methods
- apply interdisciplinary research methods to substantiate strategic decision-making processes

Content of the module

- Concepts of strategic management for application in the artistic and cultural field and their ethical implications
- Current strategic issues of arts and cultural management in different institutions and social contexts
- Case studies in national and international best practices of strategic management
- Applied interdisciplinary research methods for arts and cultural management
Arts Communication, Marketing and Education

Duration: 1 Semester

Qualification objectives of the module

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

– distinguish and choose between different forms of communication (marketing, PR, advertising, social media, education etc.) with stakeholders in the artistic and cultural field
– assess the characteristics of marketing in the artistic and cultural field and to develop appropriate strategies to market artistic products and productions
– evaluate strategies for public outreach, audience development, and education programs

Content of the module

– Interdisciplinary analytical tools of communication theory, organizational communication and stakeholder analysis
– Classification of national and international arts marketing strategies and tools
– Introduction into market research, target group definition, typologies and targeting
– Concept development for marketing strategies and cultural branding
– The rise of public outreach and education projects, best practices national and international case studies in public outreach and education projects
Energy Trade, Sales and Communication

Duration: 1 Semester

Qualification objectives of the module

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

- analyze and compare different pricing strategies with respect to energy
- interpret a specific market position and create arbitrage possibilities in the future
- apply established management methods (e.g. portfolio analysis, scenario techniques, value analysis) to examples within the energy industry
- apply the marketing mix to the energy business
- develop energy products, position them on target markets, market them, modify them according to changing markets or adapt them to changed markets and integrate them into the product line, taking into consideration the life cycle of the products
- communicate effectively in various circumstances
- demonstrate empathy and apply argumentation skills during the preparation and the execution of the assessment task

Content of the module

- price formation for energy
- energy trade and procurement
- energy exchanges, clearing, OTC trade, derivatives
- portfolio and risk management
- procurement instruments for energy supply companies and industrial concerns
- marketing of power plants and accumulators
- products for end customers
- distribution in the energy sector (distribution channels, organization and management of distribution)
- energy marketing B2B and B2C
- Communication (brand, advertising, PR, IR, corporate communication)
Renewable Energies

Duration: 1 Semester

Qualification objectives of the module

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

- describe the social, environmental impacts of energy systems along their life cycle
- discuss criteria’s for sustainable future energy mix
- explain the externalization of costs with respect to society and to future generations
- analyze and compare different communication strategies in the society towards the contribution and role of renewable energy policy.
- discuss the chosen support mechanism and market integration mechanism of renewable energies in various countries
- develop the key issues of the implementation of renewable energy projects, both local and international

Content of the module

- Environmental economics as basics to understand policy instruments:
  o What are public goods /dilemmas
  o External costs and benefits
  o Internalization of external costs(Pigovian taxes and coase theorem)
- Energy Policy Analysis:
  o Overview on support mechanism and market integration mechanism of renewable energies in various countries
  o Overview on communication strategies in the society towards the contribution and role of renewable energy policy.
- Renewable Energy System Analysis:
  o What are “green” technologies /strategies?)
  o How to evaluate technologies more in a holistic way?
  Presentation of the Life Cycle Analysis approach as an example
- Renewable Energy Project Management:
  o Performance measures for the planning, development and implementation of renewable energy projects (Financing concepts of renewable energy projects, NIMBY for the implementation of local projects)
  o intercultural challenges of project management
Media Creation

Duration: 1 Semester

Qualification objectives of the module

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

- develop, organise and produce mediated plots and messages as appropriate to different media sectors,
- examine, demonstrate and analyse key approaches to media development and production,
- choose diverse and developing skills to create media and communication strategies,
- examine technologies relevant to specific media and communication formats,
- transfer creative processes behind media products in regard to factors of realization to management decisions,
- work iteratively to appraise progress and manage effective documentation,
- organise choreographic and performance agendas,
- relate the context for media creation with respect to international and intercultural differences, ethics, media law and industry perspectives

Content of the module

- Development of specific media and communication strategies appropriate to their organisational objectives, programmes and industry standards
- Organisation and management of specific project portfolios (story, production scrips, technique requirements, marketing, etc.)
- Realisation of media and communication portfolios using interdisciplinary production techniques
- Management of effective documentation
- Collaborative team working skills and organisation techniques
- Evaluation of work to date and final outcomes
Media Strategies, Operations and Law

Duration: 1 Semester

Qualification objectives of the module

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

– relate business models, workflows, value and supply chains in media companies to financial and legal contexts,
– compare and analyse the structures and strategies of different international media companies,
– differentiate various concepts of media financing and explain the relationship between media finance and advertising,
– transfer general and specific guidelines of media law to national and international cases (EU law, intellectual property, broadcasting, privacy, e-commerce, etc.) to specific business aspects
– position media in competitive markets from the point of view of a media company, modify positioning according to changing market requirements and adapt them to international target markets

Content of the module

– Financial strategies for media industries
  • Business models
  • Mergers, acquisitions, alliances
– Value chains
  • Workflow and supply chain
  • Products and production
  • Organizational aspects in media industries
  • Distribution, marketing and sales
– Financial resources for media industries
– Aspects of media law
  • International and EU Law
  • Intellectual property
  • Open source, free culture
  • Broadcasting
  • Privacy
  • E-commerce