Course Catalogue
2014/2015

Undergraduate programs

Courses Offered in the Fall Semester 2014/2015
Courses Offered in the Spring Semester 2015

Module descriptions
General remarks

We recommended that incoming students follow the semester outline of one of our programs (see below). However, if students want to mix courses from different programs and semesters it may be possible as far as the timetable allows it.

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:

<table>
<thead>
<tr>
<th>Code</th>
<th>Program Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENR</td>
<td>General Management (mandatory in all Bachelor programs)</td>
</tr>
<tr>
<td>ACM</td>
<td>Arts and Cultural Management</td>
</tr>
<tr>
<td>IB</td>
<td>International Business</td>
</tr>
<tr>
<td>IEM</td>
<td>International Energy Management</td>
</tr>
<tr>
<td>IEVM</td>
<td>International Event Management</td>
</tr>
<tr>
<td>IMA</td>
<td>International Marketing Management</td>
</tr>
<tr>
<td>IMC</td>
<td>Intercultural Management &amp; Communication</td>
</tr>
<tr>
<td>IMM</td>
<td>International Media Management</td>
</tr>
<tr>
<td>ITM</td>
<td>International Tourism Management</td>
</tr>
<tr>
<td>MM</td>
<td>Management (Master program) – all those interested please contact the International Office early</td>
</tr>
</tbody>
</table>

Language courses (fall/spring)

- English (4 ECTS)
- German Language (4 ECTS)
- German Culture (2 ECTS)
- Spanish (6 ECTS)
- Arabic (6 ECTS)
- Chinese (6 ECTS)
- French (6 ECTS)
- Italian (6 ECTS)
- Russian (6 ECTS)

The classes are taught at different levels and the course offerings depend on a minimum number of participants.
Courses offered in the Fall Semester 2014/2015

**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>IMQM</td>
<td>GENR</td>
<td>Introduction to Management and its Quantitative Methods</td>
<td>10</td>
</tr>
<tr>
<td>BENV</td>
<td>GENR</td>
<td>Business Environment (2 semester course)</td>
<td>10</td>
</tr>
<tr>
<td>WISS</td>
<td>GENR</td>
<td>Introduction to Scientific Research Methods (2 semester course)</td>
<td>10</td>
</tr>
<tr>
<td>GECO</td>
<td>IB</td>
<td>Global Economy</td>
<td>6</td>
</tr>
<tr>
<td>KSTN</td>
<td>IMC</td>
<td>Kulturstudien</td>
<td>6</td>
</tr>
<tr>
<td>INMA</td>
<td>IMA</td>
<td>Einführung in das Internationale Marketing</td>
<td>6</td>
</tr>
<tr>
<td>IITM</td>
<td>ITM</td>
<td>Einführung in das Internationale Tourismusmanagement</td>
<td>6</td>
</tr>
<tr>
<td>EIEM</td>
<td>IEVM</td>
<td>Einführung in Theorie und Praxis des Internationale Eventmanagement</td>
<td>6</td>
</tr>
<tr>
<td>EKMA</td>
<td>ACM</td>
<td>Einführung in das Kunst- und Kulturmanagement</td>
<td>6</td>
</tr>
<tr>
<td>GIES</td>
<td>IEM</td>
<td>Grundlagen internationaler Energiesysteme</td>
<td>6</td>
</tr>
<tr>
<td>EIMM</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>RESO</td>
<td>GENR</td>
<td>Resources (Finances, Organization and HR)</td>
<td>6</td>
</tr>
<tr>
<td>IPRO</td>
<td>GENR</td>
<td>Introductory Company Project</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 Language</td>
<td>4</td>
</tr>
<tr>
<td>GC</td>
<td>GENR</td>
<td>German Culture</td>
<td>2</td>
</tr>
<tr>
<td>REST</td>
<td>GENR</td>
<td>Regional Studies</td>
<td>6</td>
</tr>
</tbody>
</table>

One of the following areas can be chosen:
- Spanish Speaking countries
- Anglo-American Countries
- Arabia
- East/ Southeast Asia
- Southeast Europe
MARE IB Marketing Research 6
ICBC IMC Intercultural Business Communication 6
STRM IMA Strategic Marketing 6
IMST IMA International Marketing Strategy 6
TATO ITM Tour Operators and Travel Agents as Intermediaries of Added Value in Tourism 6
SPVC ITM Service Providers in the Tourism Value Chain 6
PROD IEVM MEEC Products 6
SERV IEVM MEEC Services 6
CANMD ACM Challenging Actors: Networks, Mediation, Dramaturgies 6
CPFL ACM Cultural Policy, Financing and Law 6
EPAO IEM Energy Industry Management 6
ENEF IEM Energy Efficiency 6
COCO IMM Corporate Communication 6
MCOR IMM Media Corporations 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>INER</td>
<td>IMA</td>
<td>International Economic Relations</td>
<td>6</td>
</tr>
<tr>
<td>EDM A</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>CURR</td>
<td>IEM</td>
<td>Current Issues of the Energy Industry</td>
<td>6</td>
</tr>
<tr>
<td>IAEI</td>
<td>IEM</td>
<td>International Energy Politics &amp; Social Responsibility</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 2015

**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>MKK</td>
<td>GENR</td>
<td>Märkte, Kultur und Kommunikation</td>
<td>5</td>
</tr>
<tr>
<td>STRA</td>
<td>GENR</td>
<td>Basic Principles in Strategic Management</td>
<td>5</td>
</tr>
<tr>
<td>INMN</td>
<td>IB</td>
<td>International Management</td>
<td>6</td>
</tr>
<tr>
<td>IKMK</td>
<td>IB</td>
<td>Intercultural Marketing</td>
<td>5</td>
</tr>
<tr>
<td>UNTK</td>
<td>IMC</td>
<td>Unternehmenskultur</td>
<td>6</td>
</tr>
<tr>
<td>IKMK</td>
<td>IMC</td>
<td>Interkulturelles Marketing</td>
<td>5</td>
</tr>
<tr>
<td>MMAK</td>
<td>IMA</td>
<td>Märkte und Markt-Akteure</td>
<td>6</td>
</tr>
<tr>
<td>KMTO</td>
<td>ITM</td>
<td>Konsum, Märkte und der Tourist</td>
<td>6</td>
</tr>
<tr>
<td>MAEI</td>
<td>IEVM</td>
<td>Märkte und Akteure der Eventindustrie</td>
<td>6</td>
</tr>
<tr>
<td>KGTG</td>
<td>ACM</td>
<td>Kunst und Kultur: Geschichte, Theorie und Gesellschaft</td>
<td>6</td>
</tr>
<tr>
<td>NAERES</td>
<td>IEM</td>
<td>Global Natural Resources and Sustainability</td>
<td>6</td>
</tr>
<tr>
<td>MSAM</td>
<td>IMM</td>
<td>Mediensysteme: Akteure, Märkte und Kulturen</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>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 Language</td>
<td>4</td>
</tr>
<tr>
<td>GC</td>
<td>GENR</td>
<td>German Culture</td>
<td>2</td>
</tr>
<tr>
<td>MIMA</td>
<td>IB</td>
<td>Micro- and Macro Economics</td>
<td>6</td>
</tr>
<tr>
<td>INOP</td>
<td>IB</td>
<td>International Operations</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>MINS</td>
<td>IMA</td>
<td>Marketing Instruments</td>
<td>6</td>
</tr>
<tr>
<td>IMAP</td>
<td>IMA</td>
<td>International Marketing Program</td>
<td>6</td>
</tr>
<tr>
<td>CRTO</td>
<td>ITM</td>
<td>Critical Tourism</td>
<td>6</td>
</tr>
<tr>
<td>MPTO</td>
<td>ITM</td>
<td>Marketing Planning in Tourism</td>
<td>6</td>
</tr>
<tr>
<td>Code</td>
<td>Code</td>
<td>Title</td>
<td>Credits</td>
</tr>
<tr>
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<td>-----------------------------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>LOCA</td>
<td>IEVM</td>
<td><strong>MEEC Location Management</strong></td>
<td>6</td>
</tr>
<tr>
<td>OPER</td>
<td>IEVM</td>
<td><strong>MEEC Operations</strong></td>
<td>6</td>
</tr>
<tr>
<td>SACM</td>
<td>ACM</td>
<td><strong>Strategic Arts &amp; Cultural Management in Different Institutions and Social Contexts</strong></td>
<td>6</td>
</tr>
<tr>
<td>ACME</td>
<td>ACM</td>
<td><strong>Arts Communication Marketing and Education</strong></td>
<td>6</td>
</tr>
<tr>
<td>ETSC</td>
<td>IEM</td>
<td><strong>Energy Trade, Sales and Communication</strong></td>
<td>6</td>
</tr>
<tr>
<td>REN</td>
<td>IEM</td>
<td><strong>Renewable Energies</strong></td>
<td>6</td>
</tr>
<tr>
<td>MCRE</td>
<td>IMM</td>
<td><strong>Media Creation</strong></td>
<td>6</td>
</tr>
<tr>
<td>MREC</td>
<td>IMM</td>
<td><strong>Media Reception</strong></td>
<td>6</td>
</tr>
</tbody>
</table>
Module Descriptions

Introduction to Management and its Quantitative Methods

Duration: 1 Semester

Performance 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 investmentsolve 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
- Introduction to risk management
- 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 extreme 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 behavior. Simple rules of integration for real–valued functions of a single variable. Determination of consumer surplus and producer surplus.
Business Environment

Dauer: 2 Semester

Performance 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 Semester

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, intertextual 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
- Globalization and Internationalization
- 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.
**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
- Kulturtheorie und Disziplinen
- Grundbegriffe von Kultur und Kommunikation (Lebenswelt, Wertesystem, Kohäsion, liquidity, fuzzyness, Gedächtnis, Identität)
- kritische Reflektionen 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 kulturpolitische, -rechtliche und gesellschaftliche 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 Gegenstands bereiche 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:

- present the execution of strategic planning within the context of the management process via the selection, procurement, allocation, deployment and organization of financial and human resources
- explain the term resources in the context of a “resource-based view”
- assess, allocate suitably depending on the situation and develop various resources from a general management perspective 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
- present the basic functional, institutional and behaviour-related aspects of the organization, give a basic outline of research in the field of organizational theory and discuss various theoretical approaches
- analyze 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 (systemization 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, the students find a project, 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
  - 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 recognize 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
- 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
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
Regional Studies

Duration: 1 Semester

Qualification objectives of the module

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

- 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 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 civilization and culture
- Demography and regional stereotypes
- Socio-economic society structures
- Current economy and politics
- Composition and dynamics of the market and its media
- Case studies on representative companies
- International aspects of business activities in the host country, as well as market and demand requirements, in particular as regards exchanges between the host and home country
- Strategies for business activity in the target area

Options (a cultural area to be selected):
- Spanish-speaking countries
- Anglo-American countries
- Arabia
- East/Southeast Asia
- Southeast Europe
Marketing Research

Duration: 1 Semester

Qualification objectives of the module

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

- gather, record and analyze data in order to identify marketing opportunities and challenges
- distinguish between market research (of the environmental conditions) and marketing research (of the processes involved in attracting customers and keeping their loyalty)
- define what is relevant, reliable and valid information for understanding consumer needs
- appreciate the difference between investigating local consumer needs and those across regional or global markets
- apply research methods suitable for understanding consumer preferences, attitudes and behaviors in relation to national as well as international contexts; in particular, be able to take into account cultural differences when gathering and interpreting consumer needs in different countries
- access how changes in the elements of the Marketing Mix affect customer behavior

Content of the module

The course is divided into three parts:

1. Introduction to the purpose, types and characteristics of marketing research
2. Explanation and practice of methods of data collection
3. Explanation and practice of methods of data analysis.

The course content includes:

- review of the elements of the Marketing Mix and the market offer of a product or service
- step-wise process of carrying-out marketing research
- problem definition and design of a marketing research project
- qualitative and quantitative methodological approaches to marketing research
- methods for collecting and analyzing qualitative data, including secondary data, interviews, focus groups and observation
- methods for collecting and analyzing quantitative data, including secondary data, surveys and quasi-experiments
- sampling procedures; descriptive and inferential statistical techniques
- analysis and interpretation of quantitative marketing data, including cross-tabulation, clustering and regression analysis
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, nonverbal used in communication and implement them during a conversation
- identify and assess the ways in which intercultural difficulties arise in communication,
- process cultural aspects in a crosscultural conversation, demonstrate empathy and take these into account in their own communicative actions.

Content of the module

- Fundamentals of intercultural communication
- Semiotics and communication
- Micro-sociological approach to the analysis of communication
- Cultural anthropological approach
- Stereotypes
- Pattern analyses
- Business communication
Strategic Marketing

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 and its intended influence on marketing instruments (top down)
- use and combine selected strategic methods and procedures (e.g. SWOT analysis, portfolio techniques) in the context of the strategic marketing process
- explain how to select target markets, how positioning on target markets works and how brand strategies sustain this positioning
- understand which alternative strategies can be chosen to achieve an organization’s objectives (competitive advantages)
- explain the necessary organizational requirements and adaptations in the context of strategic implementation and control
- evaluate and integrate approaches and methods of market(ing) research relevant to strategic analysis
- exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations / cases

Content of the module

Top-down relation between strategic marketing and marketing instruments

Process of strategic marketing:
- Strategic analysis (external, incl. segmentation, internal)
- Strategic intent, mission, goals and objectives
- Strategy formulation / strategic alternatives
- Targeting, positioning and
- Focus: brand strategy
- Product development and innovation
- Alliances and relationships
- Strategic marketing plan
- Strategic implementation
- Strategic control

In this context:
- Basic strategic instruments (SWOT analysis, portfolio techniques, decision making processes)
- Implications for and feedback from the conception and use of marketing instruments
- Organizational aspects of strategic implementation and strategic control
- Legal aspects (e.g. competition law, patent law)

Market(ing) Research:
- Internal analysis methods and tools
- External analysis methods and tools
- Prognosis and scenario techniques
– In this context:
  o Organization of information and knowledge in marketing information systems
  o Examples / mini cases and case studies for strategies and strategic processes of firms and further organizations
International Marketing Strategy

Duration: 1 Semester

Qualification objectives of the module

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

- to define international marketing in comparison to general marketing and intercultural marketing
- to describe the opportunities and challenges of globalization, the driving forces and the restraints of international business
- to explain why and how firms decide to internationalize
- to describe and use the criteria for analysing the cultural, political and legal environment of foreign markets
- to describe the firm’s typical process of internationalization and to recognize and localize singular steps of this process in different business cases
- to explain the typical decisions regarding process steps like market selection and market entry modes and discuss such decisions in different business cases
- to explain the specific needs and aspects of international marketing organization, implementation, and control, in particular:
- to describe and evaluate functional, geographic, product and matrix organizations as the key international structural alternatives, and the global Account Management organization
- to understand the specific needs, adaptations in methods / instruments, and information sources (e.g. internal and external data, primary and secondary data sourcing) of marketing research in international business
- to adequately select and conceptualize or to evaluate the adequate way of doing marketing research in different international business cases

Content of the module

- Definition and comparison of “international marketing”, “general marketing” and “intercultural marketing”
-Opportunities and Challenges of globalization
- Driving forces and restraints of international business

- Decision whether to internationalize:
  - Motivation for internationalization
  - Initiation of internationalization
  - Assessment of international competitiveness

- Cultural, political and legal environment of foreign markets in external analysis
- Process from market selection via market entry and development to marketing program and foreign divestment, including among other topics:
- potential market assessment
- intended strategic market position
- market entry strategies:
  - transaction cost approach to the choice of entry mode
  - export modes (indirect, direct, cooperative)
  - intermediate entry modes (Contract Manufacturing, Licensing, Franchising, Joint Ventures / Strategic Alliances, others)
  - hierarchical modes (sales representatives, sales and production subsidiaries, regional centers / headquarters, transnational organization)
- market development
- foreign divestment
  - International Marketing Organization, Implementation, and Control, in particular:
  - functional, geographic, product and matrix Organizations
  - Global Account Management organization

Focus I: Global E-Business / E-Marketing
Focus II: International Sourcing and Procurement

- International Market(ing) Research
- International Marketing Intelligence
- Information Gathering, Knowledge Management
- Specifics of international internal and external analysis, international primary and secondary data sourcing, prognosis and scenario technics
- Cases regarding process and process steps of going international / global and the adequate international market(ing) research
Tour Operators and Travel Agents as Intermediaries of Added Value in Tourism

Duration: 1 Semester

Qualification objectives of the module

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

- differentiate between specific functions, forms of organization and processes of tour operators and travel agents for the value chain
- assess the importance of intermediaries within the tourism value chain in terms of diverging interests and adapt management behaviour accordingly
- decode strategies and processes of procurement marketing as a central service of intermediaries
- combine the various tourist services of different players to create one marketable product (package holiday)
- understand management behaviour in tourism and interact in discussions on concepts in a socially acceptable manner

Content of the module

- The fundamentals of the tourism-specific characteristics of management
- Differentiation between tour operators and travel agencies
- Organization of package holidays
- Fundamentals and case studies of travel law
- Tourism-specific features of tourism marketing and distribution
- Procurement marketing: services / specific
- Product policy, communications policy, price policy
- Distribution policy
- Application of management instruments in case studies and analysis of options in decision-making
- Special features of business travel management
- Planning of conventions and meetings from a tourism perspective
- Putting together a package holiday
Service Providers in the Tourism Value Chain

Duration: 1 Semester

Qualification objectives of the module

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

- distinguish specific features of different service providers who offer their services in direct contact with the customer (e.g. carriers, accommodation, incoming agencies for destinations, recreational facilities) within the tourism value chain as a basis for management behaviour
- analyze and develop management processes and interfaces to other service providers
- illustrate the importance of intangible services, emotional experiences and symbolic values in a competitive market, and apply this to the configuration of customer relationships of different types of service providers (transport, accommodation, destination management)
- Bring forward suitable arguments in the context of complex stakeholder structures

Content of the module

- Specific marketing demands of destinations, destination research, marketing audit,
- drawing up conceptual designs in tourism, developing strategies and approaches,
- positioning on the competitive market. Case studies on internal and external marketing of destinations
- The fundamentals of the transport economy, management and organization of carriers, political, legal, and institutional conditions concerning tourism
- Structural characteristics in the hotel and restaurant business, individual hotels and hotel chains, concentration and co-operation in the hotel and restaurant business, international trends, strategic planning and business organization
- Management of event and recreational facilities
- Special features of service management in tourism (brand management, process management, quality management and error analysis, yield management, international aspects)
MEEC Products

Duration: 1 Semester

Qualification objectives of the module

- differentiate between different products in the MEEC industry such as trade shows
- and expositions, meetings and conventions, cultural and sports events,
- etc.
- apply product management concepts and strategies to the MEEC industry
- systematically analyze MEEC products by applying tools such as gap-analysis,
- product life-cycle, portfolio-analysis, ABC-analysis, break-even-analysis and
- SWOT-analysis
- explain how organizations in the MEEC industry find and develop new-product ideas
- develop own product ideas, position them on target markets, market and modify
- them according to changing market conditions
- explain how marketing strategy changes during a product life-cycle
- evaluate the secondary economic impact of products in the MEEC industry

Content of the module

- The market offering - products, services, experiences
- Product and branding strategy
- New-product development
- Marketing services
- Products in the MEEC industry at a glance
- Products in the MEEC industry – case study
- Value chain of events, primary and secondary economic impact and benefit
**MEEC Services**

Duration: 1 Semester

*Qualification objectives of the module*

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

- differentiate between the various service providers (catering, event agencies, technical service providers, etc.) and various service portfolios for the MEEC industry and understand their context
- position and 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
- integrate services into the design of a product (single event) or series of products (series of events) and estimate their particular potential for the value chain
- apply teamwork and collaboration skills

*Content of the module*

- Specifics of services as opposed to products
- Players involved in production and their interaction and collaboration forms (preferred partnership, contract negotiation etc.), Presentation of organizational, legal and economic aspects
- Specifics of marketing a) general (e.g. catering) and b) MEEC specific services (e.g. design of trade fair booths)
- Understanding of service marketing in its theoretical context (e.g. according to the neo-institutional or neo-behaviouristic paradigm)
- Operational service marketing (7-P approach, dealing in particular with the areas “performance policy”, “communication policy”, “distribution policy”, “price policy”, “personnel policy”)
- Quality management of services
- Controlling and evaluation of services
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
- 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

- Assessment of products and operations along the value chain of energy supply
- Overview on energy conversions concepts: Decentralized / centralized
- Overview on specific framework and responsibilities of Grid Operators (gas and electricity)
- Grid products, their infrastructure
  - (De)Regulation
  - Investment decisions
  - Smart grids
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
- Barriers of diffusion of energy efficiency concepts: behavioural, social and financial aspects
- Behavioral aspects of energy efficiency
- 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
Corporate Communication

Duration: 1 Semester

Qualification objectives of the module

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

- analyze the significance of corporate communication in the value chain
- differentiate between diverse internal and external audiences and recipients
- analyze different forms of communication
- apply strategic decisions and tactical measures appropriately, depending on the business situation or case at hand
- describe trends in the area of corporate communication

Module contents

- definitions and purpose of corporate communication and public relations
- distinction between corporate communication, public relations, lobbyism, marketing and journalism
- specific forms of internal communication
  - communication with employees
  - communication with labor representatives
  - change communication
  - communication with visitors
- specific forms of external communication with
  - investors
  - customers
  - public media
  - industry players and public institutions
- integrated communication
- political communication
- methods and tools
- social media
Media Corporations

Duration: 1 Semester

Qualification objectives of the module

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

- explain business models, workflows, value and supply chains in media corporations
- compare and analyze the structure and strategy of different media corporations
- differentiate various concepts of media financing and explain the relationship between media finance and advertising
- position media in competitive markets from the point of view of a media corporation, modify positioning according to changing market requirements and adapt them to international target markets

Module contents

- media sectors
  - print media
  - news agencies
  - newspapers
  - journals/magazines
  - books
  - movies
  - TV
  - radio
  - other entertainment (music, games)
  - digital media
- strategies
  - business models
  - mergers, acquisitions, alliances
- value chain
  - workflow and supply chain
  - products and production
  - organizational aspects in media firms
  - distribution, marketing, sales and financing
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
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
Current Issues of the Energy Industry

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 energy market segments, taking into account ethical, political and ecological aspects in particular,
- 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 assess current academic and industry-related discussions,
- develop solutions for selected problems in the energy business

Content of the module

- Discussion of current issues of the energy business (e.g. currently being discussed)
  o investing in power generation
  o CHP (relevance & chances)
  o emission trading
  o unbundling and its consequences
  o renewables
  o switching suppliers
  o energy policies (liberalization vs. regulation)
  o public opinion and utilities
  o strategic alliances in the energy business
  o trends in market structure
- Work on current issues by creating a case study and evaluating it
- Possibility of transferring market trends from one market segment to another market segment: opportunities and risks
International Energy Politics and Social Responsibility

Duration: 1 Semester

Qualification objectives of the module

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

- explain European and global energy policy and legislation
- differentiate between international networks of the energy sector and integrate them as possible interaction partners
- decode and recognize other cultural contexts and find institutional arrangements with international participants in cross-cultural contexts
- discuss ethics in the energy business from different perspectives and identify individual and collective responsibilities
- evaluate the interdependence of energy policy and (local, regional, national and international) structural policy
- interpret the concept “sustainability” and link it to corporate responsibility

Content of the module

- Discuss current energy company’s CSR strategies:
  - Assessment of current strategies of global and local energy supply companies in Europe
  - Responsible Energy projects – Case Analysis
  - Discuss the shared Value Concept
- Evaluate the contribution of energy industry in the context of the climate change discussion and a sustainable global development
- Assessment of the policy framework on international national and local level
- Presentation of an approach for the assessment of sustainable development: “Ecological Footprint”
- Specifics of various national energy markets
- Presentation of various national markets as regards market situation and market developments (in particular: oil exporting countries, energy importing countries, gas producers etc.)
- International networks of the energy sector and their respective significance in the various market segments
- Cooperation in the energy industry
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
International Aspect of MCM

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
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
  o Historical approach
  o Contingency theory-based Interaction theory-based approaches
  o Market-based view
  o Resource-based view
  o Entrepreneurship
  o Corporate strategy
  o Competitive strategy
  o Functional strategies
    ➢ Strategic talent management
    ➢ F&E and technology strategies
    ➢ Sourcing strategies
- The process of strategic management
  o Conceptual approaches
  o Target setting
  o Strategic planning
  o Strategy implementation
  o Strategic supervision
- Strategic methods and frameworks
  o SWOT
  o Competitive analysis
  o Portfolio analysis
  o Five forces
  o Diamond model
  o Weak signals and early recognition
  o Anticipation
  o 7-S framework (McKinsey)
  o PPM (Project Portfolio Management)
- Strategic management and business development
- Critical reflection on strategy and society
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,
- sowohl das Konzept „interkulturelle Kompetenz“ als auch das der „sozialen Konstruktion von Wirklichkeit“ aus der Marktperspektive zu erläutern und
- diese Konzepte exemplarisch auf das Handeln in Alltags- und Konfliktsituationen im unternehmerischen Kontext und in fremden Märkten anzuwenden.

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
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 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

Qualification objectives of the module

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

- understand the fundamentals of marketing strategy, operational marketing and market analysis at a national and international level
- distinguish between aspects of (national) marketing strategy and cultural aspects of international marketing
- appreciate the importance of intercultural awareness in investigating and operating in foreign markets
- describe and discuss the similarities and differences as well as the chances and risks between national, international and intercultural Marketing
- apply basic concepts of customer, market and competitor analysis at a national and an international level
- explain and discuss the elements of the marketing mix (product, pricing, promotion and distribution), and be able to suggest appropriate application of marketing tools in the context of a foreign market
- define the objectives of doing business in more than one market and how to optimize marketing systems to give better results
- evaluate marketing decisions and suggest viable marketing initiatives for international products and marketing campaigns
- appreciate the difference between branding at the national, regional and global level
- explain and discuss cultural barriers to trade and explore ways of overcoming them

Content of the module

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

Dauer: 1 Semester

Qualifikationsziele des Moduls

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

– die gesellschaftlichen, sozialen und kommunikativen Einflussfaktoren sowie deren Zusammenwirken in Unternehmen zu beschreiben,
– ausgehend vom Human Relations-Ansatz einen umfassenden Begriff des Unternehmens zu definieren,
– Organisationsentwicklung als ein kulturgebundenes Management-Instrument darzustellen,
– Normen und Wertvorstellungen von Akteuren des unternehmerischen Handelns zu identifizieren, ihr Zusammenspiel zu analysieren und Möglichkeiten der wirtschaftlichen Verbesserung daraus abzuleiten und
– Instrumente der Organisationskommunikation (Interviews, Verhandlungen, Zirkel u.a.) systematisch zu unterscheiden, ihre Einsatzgebiete zielgerecht zu bestimmen und zielgerichtete Strategiealternativen anzubieten.

Inhalt des Moduls

– Grundlagen der Unternehmenskultur und zu deren Beschaffenheit
– Organisationsgeschichte
– Human Relations-Bewegung und beteiligte Wissenschaftszweige (z.B. Chicago School)
– Organisationsentwicklung und ganzheitlicher Begriff des Unternehmens
– 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
– 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, apparativunterstützte Erfassung von Zeichen, psychophysiologische Erhebungsverfahren, Inhaltsanalyse
  - Überblick und exemplarische Vertiefung zu den Einsatzfeldern der Markt- bzw. Marketingforschung:
    - Marktforschung bei Marktsegmentierung, Prognoseforschung, Präferenzforschung,
    - Markenartikel-Forschung, Konkurrenzforschung, Kundenzufriedenheitsforschung
- Marktforschung der Hersteller und des Einzelhandels
- 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 Kaufverhalten
  • Gruppeneinfluss, Meinungsführerschaft, Verbreitung von
Innovationen
  • Europäische Käufer
  • Familienstrukturen und Entscheidungsfindung im Haushalt
  • Einkommen und Gesellschaftsschicht
  • Alterssubkulturen
  • Lebensstil-Gruppen
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 Marktttheorien
- 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

– Marktabgrenzung, 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 Energieressourcen 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: Angebots- und Nachfragedimension
- Akteure des Energiemarktes erfassen: 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 Mediensystemen 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, organization, 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);
- The students are able to define what makes up project cost management and how it is carried out using an example.

Content of the module

- Financial accounting as central source of information for the company
- The fundamentals of the annual financial statement (composition, structure, approach and evaluation of the individual items of the balance sheet and the income statement)
- The fundamentals of the structure, content and technique of double-entry accounting
- The most important information in the appendix and the financial report
- Analysis of the balance sheet and creative accounting
- A comparison of Managerial and Financial accounting
- Composition and operation of cost accounting and cost allocation (calculation of cost types, cost centres and cost units)
- Tasks and instruments of Managerial
- Cost management as joint task of Financial and Managerial Accounting
- The nature and shortcomings of traditional costing systems (full cost accounting and direct costing)
- Strategic aspects of Managerial accounting (activity-based costing, target costing, balanced scorecard)
- Case studies
International Operations

Duration: 1 Semester

Qualification objectives of the module

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

- understand how international firms organize their foreign operations
- comprehend the complexities involved in global sourcing and explain when it is appropriate
- apply standard concepts, methods and techniques for making decisions on international operations and worldwide logistics
- apply probability theory and inferential statistics, in order to resolve questions of production planning and control
- perform sample tests of statistical hypothesis
- evaluate best practice cases in outsourcing and offshoring
- analyze current trends in the relocation of productive MNC activities
- understand the importance of the operations management in order to remain competitive in international markets

Content of the module

- 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
- decision-making based on operations research and statistical analysis
- quality control, supply chain management and JIT
- factors involved in perceiving a strategic context for making operational decisions, at national and international level
- organization of international operations, including global logistics, location of international production, offshoring, outsourcing and global sourcing
- current topics in operations management
Micro- and Macro-Economics

Duration: 1 Semester

Qualification objectives of the module

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

- further their understanding of how firms and other organizations make decisions to allocate their limited resources, based on national and international economic factors
- appreciate differences in micro-economic market conditions, as determined by tax and labour laws, regulations, level of competition and opportunity costs
- understand how national economic activity is defined and monitored
- appreciate the relevance of basic measures of national economic activity, (such as output, unemployment, taxation, inflation and interest rates) for making business decisions
- understand of how economic activity between nations and regions is defined, administered and supervised
- compare broad measures of economic activity between countries and regions

Content of the module

The course content includes:

- introduction to economic thinking
- the concepts and assumptions of microeconomic analysis, including supply and demand, perfect competition, market failure, utility, profit and opportunity costs
- markets and welfare
- the economics of the public sector
- price determination and the behaviour of industry
- the economics of labour markets
- key economic indicators
- the basics of fiscal and monetary policy
- the role of central banks in shaping international and national economic activity
- macroeconomics in open economies

The above content will be brought out and discussed with the help of diverse case studies, including:

- CS on companies acting in different market structures (monopolies; oligopoly, etc.)
- CS on current macroeconomic issues (quantitative easing; euro zone crisis etc.)
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:

- define the term intercultural competence in detail and integrate it into their own behavior,
- describe at least one general and one culture-specific program to train intercultural competence and give reasons for the selection,
- formulate and give reasons for the strategic choices of action of intercultural management,
- create an empirical survey design on business culture to improve intercultural behavior in business.

Content of the module

- Specific aspects of various cultural areas
- Inductive methods of interculturality research
- Current trends in interculturality research
- Training of intercultural competence
Marketing Instruments

Duration: 1 Semester

Qualification objectives of the module

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

- explain the contribution of marketing instruments to the realization of marketing strategies (bottom up)
- describe the categories and forms of marketing instruments
- select, conceptualize, combine, recommend and justify adequate marketing instruments in different concrete cases
- use the methods and instruments of marketing research related to the marketing instruments (e.g. product tests, advertising evaluation) and evaluate them together with the research results

Content of the module

Outline of the bottom up-relation between strategic marketing and marketing instruments:

- Marketing objectives (strategic intent)
- Marketing strategies
- Marketing plans
- Marketing instruments

Categories and forms of marketing instruments:

- Product (e.g. product and packaging design, branding, product mix policy)
- Price (e.g. pricing strategies, price fixing, discounts, sales terms and delivery conditions)
- Place (e.g. distribution systems, sales forces, logistics)
- Promotion (e.g. Advertising, PR)
- Others (e.g. personnel, processes)

Focus I: Sales Management
Focus II: Relationship Management
Focus III: Communication (focus on Advertising, PR)

The following are integrated in the marketing instruments topics:

- Legal aspects (e.g. copy rights, “law against unfair competition”)
- Marketing research
- measurement of marketing effectiveness (e.g. product and store tests, tracking / panels, media research, advertising evaluation)

Examples / mini cases and case studies regarding marketing instruments and programs of firms and other organizations
International Marketing Program

Duration: 1 Semester

Qualification objectives of the module

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

- explain the specific challenges for tactical marketing decisions in international business and discuss the possibilities of international standardization versus the need for individualization
- illustrate the different factors of influence to be considered in developing international marketing instruments (e.g. product management, market communication management) and an integrated international marketing program (marketing mix)
- develop concepts of singular marketing instruments and of the marketing mix for specific international cases
- understand the complex interactions between marketing logistics, distribution channel decisions, sales, procurement, product decisions, and production
- determine and adequately use the relevant marketing research instruments and methods regarding international marketing instruments and marketing mix decisions

Content of the module

- Marketing issues in international business, particularly: individualization versus Standardization
- Conception, realization and control of international marketing instruments (product, price, distribution, communication, and further elements of the marketing mix) and programs

Focus I: International product management
Focus II: International procurement and logistics
Focus III: International market communication

Research on tactical decisions relating to the marketing mix for a particular product market or a specific market segment

Cases regarding marketing instruments and programs and marketing research on tactical decisions relating to the marketing mix used in international business
Critical Tourism: Perspectives, Alternatives, Futures

Duration: 1 Semester

Qualification objectives of the module

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

- identify problems and stakeholders in the development of international tourism as well as critically assess tourism under consideration of market principles (supply and demand), including the interests of the stakeholders who are “being visited”
- critically question current academic and political discussions on tourism (market and management trends)
- take a look at forms of development in tourism and requirements for intercultural dialogue against the background of different mentalities and varying interests from different social viewpoints
- recognize alternatives for specific problems and develop solutions
- deal with current ethical and political issues in a co-operative and communicative manner and put forward suitable argumentation in an academic discussion

Content of the module

- Tourism policies / international tourism policy
- Business ethics in tourism
- New economy in tourism planning
- Sustainable development in tourism
- The impact of the energy crisis and climate change
Marketing Planning in Tourism

Duration: 1 Semester

Qualification objectives of the module

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

- describe the strategic marketing process and its influence on operational marketing (top down) for different kinds of companies in the tourist business
- describe the range of instruments within marketing and explain the contribution of these marketing instruments to the implementation of marketing strategy (bottom up) for different kinds of companies in the tourist business
- apply and combine selected strategic methods and procedures (e.g. SWOT analysis, portfolio techniques) in the context of the process
- apply instrument-related methods and instruments of market research and critically assess them and the results obtained
- select, design, combine, recommend and justify the individual instruments of the marketing mix in a targeted manner within the context of concrete cases from the tourist business
- assess and, if applicable, adapt in a targeted manner different market strategies for companies in the tourist business in specific situations

Content of the module

Overview of connections between strategic and operational marketing

- Strategic marketing process (strategic analysis, strategic objectives, development of strategic alternatives, selection of strategy, control)
- Basic instruments such as SWOT analysis, portfolio techniques, decision-making procedures
- Instruments of operational marketing (product policy, price and conditions policy, distribution policy, communications policy, further areas of instruments)
- Assessment of market research activities (internal analyses, external analyses) as well as forecast and scenario writing techniques
- Case study: design of a marketing plan (definition of marketing objectives and strategies, selection of marketing mix)
- Case studies on strategies and strategic processes of companies in the tourist business and destinations
**MEEC Location Management**

Duration: 1 Semester

*Qualification objectives of the module*

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

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

*Content of the module*

- Forms and characteristics of conventional event locations and special event locations
- 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 various event buildings, based on selected practical examples: call for tenders and public relations work during construction
- Operational concepts (types of business, organization 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.)
MEEC Operations

Duration: 1 Semester

Qualification objectives of the module

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

- develop and implement event concepts, taking into account various cultural, social, and political contexts
- organize, execute and evaluate processes for the preparation of events and processes accompanying events and implement the necessary structures and function units, taking into account legal aspects
- ensure the efficiency 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
- generate intangible competitive advantages (e.g. images, emotions, brands etc.)
- apply appropriate management methods, leadership concepts and instruments as well as decision-making techniques to operations of the MEEC industry

Content of the module

- Event concepts in different cultural, social and political contexts
- Operational management of events according to different types of event: call for papers, definition of objective and estimation of the impact of an event, planning phase (strategic and operational planning, event organization (human resources, form of organization, function units, legal issues, budget planning etc.); Conceptualization phase (site inspection & selection, staging and dramaturgy / event production, quality control concept); implementation phase (project management, HR management on location, logistics, hospitality, quality management); control phase (event evaluation)
- Selected function units in detail: security management, sales, catering, purchasing / procurement etc.
- Brand-building with events, branding, emotional marketing, event marketing and entertainment marketing
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 & 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:
  - What are public goods /dilemmas
  - External costs and benefits
  - Internalization of external costs (Pigovian taxes and coase theorem)
- Energy Policy Analysis:
  - Overview on support mechanism and market integration mechanism of renewable energies in various countries
  - Overview on communication strategies in the society towards the contribution and role of renewable energy policy.
- Renewable Energy System Analysis:
  - What are “green” technologies /strategies?)
  - How to evaluate technologies more in a holistic way?
  - Presentation of the Life Cycle Analysis approach as an example
- Renewable Energy Project Management:
  - 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)
  - Intercultural challenges of project management
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
- conceptualize 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 in foreign countries based on their respective national context and culture/intercultural differences
- apply qualitative and quantitative research methodology

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 Creation

Duration: 1 Semester

Qualification objectives of the module

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

- understand the elements, dynamics and use of staging processes
- evaluate and interpret various media formats and end products
- organize choreographic agendas, apply aspects of issue management, especially in the case of and debates in public forums
- plan, organize and manage plots as appropriate to different media sectors
- analyze the context for media creation with respect to international and intercultural differences

Content of the module

- conceptual development of media formats and end products in Germany and foreign countries
- elements of drama (such as character, storyline/plot, setting, theme, style, form, genre, narrative)
- fictional and nonfictional formats: time
- structuring, spatial, arena design, dramatilcal element
- self-dramatization / role theory, acting theories (according to Goffman)
- Planning, organization and management of media formats and productions in Germany and foreign countries