

AQAS Accreditation Procedure 450059 Study Programme Communication, Multimedia and Market Management (MA)

For documentation purposes
Module descriptions

This English translation is intended to allow international readers a better understanding. It is solely for information purposes and subject to change without notice. In case of discrepancies, only the German version applies and prevails.

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M1: Theory of Science and Research Methodology					
Module number	Workload	Credits	Semester	Number of offers	Duration
M1	200 h	8	Semester 1	Once per academic year	1 semester
1	Courses 1.1 Theories of Science and Theory Criticism 1.2 Methods of Empirical Social Research 1.3 Business Ethics and Media Ethics		Attendance 2 SWS ¹ / 30 h 2 SWS / 30 h 2 SWS / 30 h	Self-study 110 h	Suggested group size 35 students
2	Learning outcome / competences Having successfully completed the module, the students are able to <ul style="list-style-type: none"> • explain essential scientific-theoretical fundamentals as well as economic, media and social research and apply these to research questions in communication, multimedia and market management, • develop their own research ideas and possibilities, • critically assess the applicability and scope of communication, media and economic theories and approaches, • analyse the specific impact of theoretical concepts on empirical research designs and empirical results of economic, media- and social-scientific theory development, use the analysis results productively for their own project and research work, • assess (quantitative and qualitative) data acquisition and evaluation methods in social sciences and apply these to concrete research questions, perform univariate as well as bivariate calculations, assess and critically reflect on the validity of the results of descriptive statistics, • identify, analyse and reflect on the conflicting priorities of <ul style="list-style-type: none"> – striving for profit and – their responsibility regarding the social, ecological, but also immediate economic impact of their operational actions, using practical examples, • diagnose, analyse and reflect on the impact of their research, work, media use and decisions – regarding practical issues (e.g. big data and privacy, cyberbullying, hate speeches in social media) – on society and the individual, • develop consistent reasoning for ethical behaviour based on academic publications on general and applied ethics, • identify and reflect on ethical issues in the context of intercultural conflicts in communication and market management (i.e. differences in thinking structures and values), develop solution approaches based on their knowledge of cultural rules and norms. 				
3	Contents <ul style="list-style-type: none"> • Fundamental concepts of academic thinking (definitions, thesis, hypothesis, context etc.) • Evolution of different branches in theory of science • Neutrality of sciences and the non-scientific nature of values • Theory of science, theory development and theory criticism in the context of economic and social-scientific issues and fields of application • Research designs and their underlying research logics • Methods of data acquisition in qualitative and quantitative research 				

¹ SWS = credit hours per week

	<ul style="list-style-type: none"> • Analysis methods in qualitative and quantitative research • Quality criteria in qualitative and quantitative research • Concepts of general and applied ethics • Fundamentals and fields of application of economic ethics
4	<p>Forms of teaching</p> <p>Participative, seminar-like course plus exercises and work in groups on practical cases, group discussions moderated by participants</p>
5	<p>Prerequisites</p> <p>No formal prerequisites</p> <p>No subject-related prerequisites</p>
6	Type of examination: written examination (duration: 180 min.)
7	<p>Requirements for award of credits</p> <p>Passed module examination (written examination)</p>
8	Module allocated to other study programmes: no
9	Weighting for overall grade: according to the credits 8/120
10	<p>Person responsible for the module and lecturer(s)</p> <p>Prof. Dr. Andreas Diedrich (responsible for the module)</p> <p>Prof. Dr. Andreas Diedrich (lecturer)</p>
11	<p>Other information</p> <p>Language of instruction: German</p> <p>Literature:</p> <ul style="list-style-type: none"> • Atteslander, Methoden der empirischen Sozialforschung, 13th edn, Berlin 2010 • Bandalos, Measurement Theory and Applications for the Social Sciences, New York, Guilford Publications, 2018 • Chalmers, Wege der Wissenschaft. Einführung in die Wissenschaftstheorie, 6th edn, Heidelberg 2007 • Godfrey-Smith, Theory and Reality: An Introduction to the Philosophy of Science, University of Chicago Press, 2003 • Horner, Understanding Media Ethics, Sage Publications London, 2014 • Luhmann, Die Moral der Gesellschaft, Frankfurt 2008 • Schicha/Brosda (ed): Handbuch Medienethik, Wiesbaden 2010 • van Aaken/Schreck, Theorien der Wirtschafts- und Unternehmensethik, Frankfurt 2015 <p>All books to be read in their latest editions. See updated lists of recommended literature in the course documents.</p>

M2: Communication Management					
Module number	Workload	Credits	Semester	Number of offers	Duration
M2	275 h	11	Semester 1	Once per academic year	1 semester
1	Courses 2.1 Further Theories in Communication Management 2.2 Special Instruments and Methods in Communication Management 2.3 Fields of Application of Communication Management	Attendance 2 SWS / 30 h 2 SWS / 30 h 2 SWS / 30 h	Self-study 185 h	Suggested group size 35 students	
2	Learning outcome / competences Having successfully completed the module, the students are able to <ul style="list-style-type: none"> • understand the fundamentals of communication theory for marketing communication and media communication and their relevance in practice, • develop the practical working steps for the analysis of structure and effects, • understand and apply each step within the planning process to develop a communications campaign, • apply and critically reflect on the necessary tools and methods to analyse and assess concrete campaigns and to develop their own communications campaigns, • implement and interpret their own target group and media planning and critically compare them to alternative approaches, • describe and reflect on intercultural differences and specifics of communication with individuals and groups using concrete examples, apply the results to their own communicative behaviour (intercultural awareness), • brief agencies and successfully assess their offers and work. 				
3	Contents <ul style="list-style-type: none"> • Communication management and systems theory using the example of advertisement and PR (macro perspective) • Theoretic approaches to social media communication and communication management working with social influencers • Selected theories of research on the media's influence and conclusions for communication management • Selected theories of research on media reception and conclusions for communication management • Social-psychological approaches on the theory of cognitive dissonance and conclusions for communication management • Holistic communication concepts dependent on targets and strategy, incl. the following contents: <ul style="list-style-type: none"> – Choice, configuration and interconnection of communication instruments, – Budgeting, – Cross-media planning, – Timing, – Performance review • Communication management in the services, consumer and investment goods sectors, in trade and commerce (B2B and B2C market communication) 				

4	Forms of teaching Participative, seminar-like course plus exercises and work in groups on practical cases
5	Prerequisites No formal prerequisites No subject-related prerequisites
6	Type of examination: written examination (duration: 180 min.)
7	Requirements for award of credits Passed module examination (written examination)
8	Module allocated to other study programmes: no
9	Weighting for overall grade: according to the credits 11/120
10	Person responsible for the module and lecturer(s) Prof. Dr. Nikola Ziehe (responsible for the module) Prof. Dr. Nikola Ziehe (lecturer) Prof. Dr. Claudia Gerhards (lecturer)
11	Other information Language of instruction: German Literature (compulsory): <ul style="list-style-type: none"> • Bienert, Information und Kommunikation, Berlin et al. 2012 • Bilandzic/Schramm/Matthes, Medienrezeptionsforschung, Constance, Munich 2015 • Bruhn, Handbuch Kommunikation: Grundlagen – Innovative Ansätze – Praktische Umsetzungen, Wiesbaden 2008 • Bruhn, Kommunikationspolitik, 8th edn, Munich 2015 • Geskey, Media Planning & Buying in the 21st Century: Integrating Traditional & Digital Media, 4th edn, 2016 • Goderbauer-Marchner/Büsching, Social-Media-Content, Constance et al. 2015 • Jäckel, Medienwirkungen, Ein Studienbuch zur Einführung, 5th edn, Wiesbaden 2012 • Kelley/Sheehan/Jugenheimer, Advertising Media Planning: A Brand Management Approach, 4th edn, New York 2015 • Osman, Chancen und Risiken der Nutzung von Social Media als Marketinginstrument. Social-Media-Marketing in der Theorie und Praxis., Munich 2016 • Pepels, Kommunikations-Management, 5th edn, Berlin 2014 • Pietzcker, Kampagnen führen – Potenziale professioneller Kommunikation im digitalen Zeitalter, Wiesbaden 2016 • Schenk, Medienwirkungsforschung, 3rd edn, Tübingen 2007 • Unger/Fuchs, Mediaplanung: Methodische Grundlagen und praktische Anwendungen, Berlin 2012 Literature (recommended): <ul style="list-style-type: none"> • Bruhn, Integrierte Unternehmens- und Markenkommunikation, 6th edn, Stuttgart 2014 • Fraas/Meier, Online-Kommunikation: Grundlagen, Praxisfelder und Methoden, Munich 2011 • Fuchs/Unger, Management der Marketing-Kommunikation, 5th edn, Wiesbaden et al. 2014 • Fuchs, Management der Business-to-Business-Kommunikation, Wiesbaden 2003

- Halene/Scherer, Marketing jenseits vom Mittelmaß – 100 Best-Practice- Beispiele, Offenbach 2015
- Herkner, Sozialpsychologie, Bern 2008
- Kloss, Werbecontrolling – Konzept, Instrumente, Fallbeispiele, Gernsbach 2003
- Kreuzer, Online-Marketing, Wiesbaden et al. 2016
- Kroeber-Riel/Weinberg, Konsumentenverhalten, Munich 2013
- Mahrtdt, Crossmedia – Werbekampagnen erfolgreich planen und umsetzen, Berlin 2009
- Marx, Media für Manager – Was Sie über Medien und Media-Agenturen wissen müssen, Berlin 2012
- Theobald, Praxis Online-Marktforschung: Grundlagen – Anwendungsbereiche – Durchführung, Wiesbaden et al. 2016

Current subject-specific articles from relevant German and international specialist journals (e.g. Absatzwirtschaft, Medien- und Kommunikationswissenschaft, Journal of Communication, Planung und Analyse)

All books to be read in their latest editions.

See updated lists of recommended literature in the course documents.

M3: Multimedia Management					
Module number	Workload	Credits	Semester	Number of offers	Duration
M3	275 h	11	Semester 1	Once per academic year	1 semester
1	Courses		Attendance	Self-study	Suggested group size
	3.1 Further Concepts in Multimedia Management		2 SWS / 30 h	185 h	35 students
	3.2 Specific Instruments and Methods in Multimedia Management		2 SWS / 30 h		
	3.3 Fields of Application of Multimedia Management		2 SWS / 30 h		
2	Learning outcome / competences				
	Having successfully completed the module, the students are able to				
	<ul style="list-style-type: none"> • discuss and critically reflect on basic concepts and trends in the management of analogue and digital media products in the light of convergence, • apply concepts and tools relevant to the different steps within the management process of analogue and digital media products and assess their use; considering the following research perspectives in the process: <ul style="list-style-type: none"> – the economic perspective (e.g. business model analysis, focussing on products and different media used), – the media informatics perspective (e.g. interaction and interface design), – the economic informatics perspective (e.g. analysis of business processes and workflows) – the communication theory perspective (e.g. discussing changes in recipients' behaviour) • give an overview of and assess the various tools and methods in the management of media products, familiarise themselves with new tools and methods thanks to their work with exemplary ones during their studies, • discuss parameters and success factors for the management of complex multimedia projects in new trend areas, develop, verify and implement relevant solution approaches, • discuss the impact of converging processes on a media product level on industries and society. 				

3	<p>Contents</p> <p><u>Further Concepts in Multimedia Management</u></p> <ul style="list-style-type: none"> • Introduction (term definition, multimedia and multimedia management, multimedial vs multimodal, multimedia characteristics, media products) • Overview of the convergent development of the TIME industries (telecommunications, IT, media and entertainment) • Management of digital media products from a media informatics and economic informatics perspective • business model analysis, analysis of business cases and other economic concepts in management of digital media products • User-orientated concepts in management of digital media from a communication theory perspective • Legal framework for media productions and data management <p><u>Specific Instruments and Methods in Multimedia Management</u></p> <ul style="list-style-type: none"> • to define targets, e.g. content analysis of existing competition • to support design processes, e.g. use-case diagrams, wireframes • for content management, e.g. tools for content production and CMS systems, databases, Business Process Model and Notation (BPMN) • to evaluate the level of success in application, e.g. data mining, eye tracking, A/B testing <p><u>Fields of Application of Multimedia Management</u></p> <ul style="list-style-type: none"> • Structuring the fields of application in convergent markets and industries • exemplary fields of application, to be worked on mainly during the semester: <ul style="list-style-type: none"> – TV industry and smart TV: between TV, internet and interactive forms of advertisement – Radio broadcasting and smart radio: between internet radio, Spotify, connected car and new devices – Newspaper industry and news contents: between new sources of revenue using the example of native advertising and overcoming traditional business models – Online marketing: Changing forms of advertisement and programmatic auction processes in programmatic advertising – E-commerce: between business models, user requirements and aspects of safety • Further current fields of application within the technical and economic development of relevant markets
4	<p>Forms of teaching</p> <p>Seminar-like course, literature research in self-study, plus exercises and practical cases for continuous assessment Working on concrete practical cases trains the students' ability to apply their knowledge to unfamiliar situations.</p>
5	<p>Prerequisites</p> <p>No formal prerequisites</p> <p>No subject-related prerequisites</p>
6	<p>Type of examination: portfolio (4–6 times written homework; workload: 80 clock hours)</p>
7	<p>Requirements for award of credits</p>

	Submission of the assignments in the context of the portfolio examination by due date; assignments passed
8	Module allocated to other study programmes: no
9	Weighting for overall grade: according to the credits 11/120
10	Person responsible for the module and lecturer Prof. Dr. Olexiy Khabyuk (responsible for the module) Prof. Dr. Olexiy Khabyuk (lecturer)
11	Other information Language of instruction: German Literature: <ul style="list-style-type: none"> • Böhringer, Kompendium der Mediengestaltung, X.media.press, 6th edn, Berlin et al. 2014, volumes I–IV • Bojko, Eye tracking the user experience. A practical guide to research, Brooklyn, New York 2013 • Büsching/Goderbauer-Marchner, E-Publishing-Management, Wiesbaden 2014 • Feuss, Auf den ersten Blick. Wie Medieninhalte wahrgenommen und rezipiert werden, Wiesbaden 2013 • Moser, User Experience Design. Mit Erlebniszentrierter Softwareentwicklung zu Produkten, die Begeistern, Berlin 2012 • Siegert/Wirth/Weber/Lischka (ed), Handbuch Werbeforschung, SpringerLink: Bücher, 1st edn, Wiesbaden 2016 • Thesmann, Interface Design. Usability, User Experience und Accessibility im Web gestalten, 2nd edn, Wiesbaden 2016 • Turban, Electronic commerce. A managerial and social networks perspective, Springer Texts in Business and Economics, Cham 2015 • Video2Brain: relevant tutorials from the subjects mentioned above • Wirtz, Electronic Business, 5th edn, Wiesbaden 2016 • Current articles from specialist journals, e.g. Medienwirtschaft, Website Boosting, W&V, Lead Magazin, Informatik Spektrum, Wirtschaftsinformatik <p>All books to be read in their latest editions. See updated lists of recommended literature in the course documents.</p>

M4: Market Management					
Module number	Workload	Credits	Semester	Number of offers	Duration
M4	275 h	11	Semester 2	Once per academic year	1 semester
1	Courses 4.1 Strategic Management in Operations 4.2 Special Instruments and Methods in Market Management 4.3 Fields of Application of Market Management	Attendance 2 SWS / 30 h 2 SWS / 30 h 2 SWS / 30 h	Self-study 185 h	Suggested group size 35 students	
2	Learning outcome / competences Having successfully completed the module, the students are able to <ul style="list-style-type: none"> describe the relevant aspects for management processes in operations, describe the different steps within a process, apply them to practice and give examples, assess the opportunities and risks, especially considering different cultural orientation and intercultural specifics, explain the fundamentals and processes of decision making and how particularly the digitalisation changes business models and corporate strategies, compare strategic options in market management, explain how and why to choose and decide for different strategic options, describe and assess the planning and configuration of measures to operate in markets or market segments, explain and assess the use of marketing and market instruments, compare the use for practical questions and interpret the economic consequences, understand the specifics of market management in the context of industry-specific international and intercultural fields of application, assess the environment as well as positive and negative general conditions, investigate marketing issues international context, identify the special information needs and find suitable methods to fulfil these needs, structure the planning process in international market management, analyse and assess strategic and operative decision areas and alternatives, choose planning and analysis methods to support decision making and solve problems independently, competently evaluate and discuss alternative solution approaches for different practical cases and fields of application in market management, using specialised terminology – in verbal discussions and in writing. 				
3	Contents <ul style="list-style-type: none"> Fundamentals of market management Processes for strategy development in market management Organisational aspects in market management Performance review in market management Institutional specifics of strategic market management Pricing policies and methods to optimise pricing policies and pricing processes Product policies and methods to optimise product policies and innovations management processes Distribution policies and methods to optimise distribution and sales processes 				

	<ul style="list-style-type: none"> • Specifics, objectives and basic orientation in international and intercultural market management • International environment analyses and specifics of international and intercultural market research • International marketing strategies (choice of market, market segmentation, market entry, operations) as well as international use of marketing instruments • Methods to support decision making in international market management • Aspects of emotional competence and intercultural awareness in market management • Ethical aspects and current trends in market management
4	<p>Forms of teaching</p> <p>Seminar-like course plus exercises and practical cases for continuous assessment Discussing current trends in markets and in concrete companies trains the students' ability to apply their knowledge to unfamiliar situations and critically assess them.</p>
5	<p>Prerequisites</p> <p>No formal prerequisites</p> <p>No subject-related prerequisites</p>
6	Type of examination: written examination (duration: 180 min.)
7	<p>Requirements for award of credits</p> <p>Passed module examination (written examination)</p>
8	Module allocated to other study programmes: no
9	Weighting for overall grade: according to the credits 11/120
10	<p>Person responsible for the module and lecturer</p> <p>Prof. Dr. Nikola Ziehe (responsible for the module)</p> <p>Prof. Dr. Nikola Ziehe (lecturer)</p> <p>Prof. Dr. Anne-Christin Kemper (lecturer)</p>
11	<p>Other information</p> <p>Language of instruction: German</p> <p>Literature (compulsory):</p> <ul style="list-style-type: none"> • Aaker/McLoughlin, Strategic Market Management: Global Perspectives, West Sussex 2010 • Becker, Marketing-Konzeption. Grundlagen des zielstrategischen und operativen Marketing-Managements, 10th edn, Munich 2012 • Chernev/Kotler, Strategic Marketing Management, 9th edn, Cerebellum Pr. 2018 • Homburg, Marketingmanagement. Strategie – Instrumente – Umsetzung – Unternehmensführung, 4th edn, Wiesbaden et al. 2012 • Meffert/Burmann, Marketing: Grundlagen marktorientierter Unternehmensführung; Konzepte, Instrumente, Praxisbeispiele, 12th edn, Wiesbaden et al. 2014 • Zentes/Swoboda/Schramm-Klein, Internationales Marketing, 3rd edn, Munich 2013 <p>Literature (recommended):</p> <ul style="list-style-type: none"> • Backhaus/Büschken/Voeth, Internationales Marketing, 6th edn, Stuttgart 2010 • Berndt/Fantapie-Altobelli/Sander, Internationales Marketing-Management, 4th edn, Berlin, Heidelberg, New York 2010 • Bruhn, Marketing, 13th edn, Wiesbaden et al. 2016 • Cateora/Gilly/Graham, International Marketing, 16th edn, Boston 2013

- Czinkota/Ronkainen/Zvobgo, International Marketing, 10th edn, Hampshire 2011
- Doole/Lowe/Kenyon, International Marketing Strategy. Analysis, Development and Implementation, 7th edn, Hampshire 2015
- Hill, International business: Competing in the global market place, 10th edn, New York 2014
- Kotler/Bliemel, Marketing-Management, 14th edn, Stuttgart 2015
- Müller/Gelbrich, Interkulturelles Marketing, 3rd edn, Munich 2014

All books to be read in their latest editions.

See updated lists of recommended literature in the course documents.

M5: Corporate Communication					
Module number	Workload	Credits	Semester	Number of offers	Duration
M5	250 h	10	Semester 3	Once per academic year	1 semester
1	Courses 5.1 Strategic Corporate Communication 5.2 Special Instruments and Methods in Corporate Communication 5.3 Fields of Application of Corporate Communication	Attendance 2 SWS / 30 h 2 SWS / 30 h 2 SWS / 30 h	Self-study 160 h	Suggested group size 20 students	
2	Learning outcome / competences Having successfully completed the module, the students are able to <ul style="list-style-type: none"> • classify and discuss corporate communication as a value driver and success factor of business management, • clearly differentiate selected theories in corporate communication, • characterise and assess in detail the corporate identity concept as regulatory framework as well as further economic, legal and ethical frameworks for corporate communication, • develop communication strategies for key reference groups in corporate communication, give and assess concrete examples, • show and analyse the strategies and concepts for special communication scenarios in companies, • describe and apply the measurement of results and the key figures in corporate communication, • describe, analyse and critically assess specific instruments and platforms for corporate communication, • develop and apply analysis and assessment criteria to analyse and assess use cases, • analyse concrete fields of application in corporate communication in practice and suggest optimisation and development potentials. 				
3	Contents <ul style="list-style-type: none"> • Corporate communication as a value driver and success factor • Selected theories in corporate communication • Frameworks of corporate communication <ul style="list-style-type: none"> – The corporate identity concept as regulatory framework – Corporate governance, corporate social responsibility and their consequences for corporate communication – Issue management – Current trends in economic journalism – Corporate information and publishing duties – Ethical aspects • Strategies and concepts for key reference groups <ul style="list-style-type: none"> – Investor relations – Communication with employees – Communication as an executive – Public affairs 				

	<ul style="list-style-type: none"> • Strategies and concepts for special communication scenarios <ul style="list-style-type: none"> – Change communication – Crisis communication – Communication accompanying mergers and acquisitions • Specific instruments and platforms for corporate communication <ul style="list-style-type: none"> – PR and media relations – Live communication – events, trade fairs and worlds of experience – Sponsoring – Corporate publishing – Social media – Storytelling and content marketing – Audiovisual corporate communication – Blogger relations and influencer marketing • Measurement of results and key figures in corporate communication • Current trends and developments in corporate communication • Analysis and assessment criteria in the context of concrete use cases (guest lectures) • Concrete fields of application in corporate communication (guest lectures and field trips in the industry)
4	<p>Forms of teaching</p> <p>Participative, seminar-like course plus field trips in the industry, guest lectures from the industry, online lecture The virtual classroom features synchronised and collaborative learning. It allows the students to choose their own physical learning environment, to study and apply especially the multimedial holistic communication potentials.</p> <p>Regular exercises and short cases allow continuous assessment of the knowledge acquired.</p>
5	<p>Prerequisites</p> <p>No formal prerequisites</p> <p>No subject-related prerequisites</p>
6	Type of examination: written examination (duration: 180 min.)
7	<p>Requirements for award of credits</p> <p>Passed module examination (written examination)</p>
8	Module allocated to other study programmes: no
9	Weighting for overall grade: according to the credits 10/120
10	<p>Person responsible for the module and lecturer(s)</p> <p>Prof. Dr. Regine Kalka (responsible for the module)</p> <p>Prof. Dr. Regine Kalka (lecturer)</p> <p>Stefan Epler (adjunct teacher)</p> <p>Katrin Zwingmann (adjunct teacher)</p>
11	<p>Other information</p> <p>Language of instruction: German</p> <p>Literature (compulsory):</p> <ul style="list-style-type: none"> • Bruhn, Integrierte Unternehmens- und Markenkommunikation: Strategische Planung und operative Umsetzung, 2nd edn, Vahlen, Munich 2012

- Cornelissen, Corporate Communication: A Guide to Theory and Practice, Sage Publications Ltd, 5th rev edn, 2017
- Doorley, Reputation Management: The Key to Successful Public Relations and Corporate Communication, Taylor & Francis Ltd, 3rd rev edn, 2015
- Goodman,/Hirsch, Corporate Communication: Critical Business Asset for Strategic Global Change, new edn, Peter Lang Publishing Inc., New York 2014
- Meckel/Schmid, Unternehmenskommunikation, 2nd edn, Gabler, Wiesbaden 2008
- Mast, Unternehmenskommunikation: Ein Leitfaden, 6th edn, Stuttgart 2016
- Zerfass, Handbuch Unternehmenskommunikation, 2nd edn, Gabler, Wiesbaden 2014

Literature (recommended):

- Weder, Organisationskommunikation und PR, Stuttgart 2010
- Schick, Interne Unternehmenskommunikation: Strategien entwickeln, Strukturen schaffen, Prozesse steuern, 5th edn, Stuttgart 2014

All books to be read in their latest editions.

See updated lists of recommended literature in the course documents.

M6: Brand Management and Brand Communication					
Module number	Workload	Credits	Semester	Number of offers	Duration
M6	250 h	10	Semester 3	Once per academic year	1 semester
1	Courses 6.1 Strategic Branding 6.2 Brand Design and Brand Communication 6.3 Fields of Application of Brand Management and Brand Communication	Attendance 2 SWS / 30 h 2 SWS / 30 h 2 SWS / 30 h	Self-study 160 h	Suggested group size 20 students	
2	Learning outcome / competences Having successfully completed the module, the students are able to <ul style="list-style-type: none"> • explain and assess in detail the different approaches of identity-orientated branding, • study the concept of service-dominant logic and discuss the relevant implications for branding, • explain the different strategic options and success factors in strategic branding and assess them in detail using concrete cases, • analyse the specifics of trading and services brands, • compare the different approaches of market value measurement, • describe the functions, components and processes in branding and apply the different steps of the planning process for branding, • analyse in detail the methods and instruments to develop the branding elements and apply them in the branding process, • develop a concept to convey the positioning of the brand through communication in a visible, independent and integrated way, • analyse digital and physical brand touchpoints in the context of customer journey and conclude influencing factors, • determine the specifics of international branding and brand communication and develop international branding and communication concepts, • develop and apply analysis and assessment criteria to analyse and assess use cases, • analyse concrete fields of application in brand management and brand communication in practice and suggest optimisation and development potentials. 				
3	Contents <ul style="list-style-type: none"> • Approaches and concepts of identity-orientated branding • The service-dominant logic and implications for branding • Strategic branding options • Specifics of trading and services brands • Measuring brand value • The branding process and designing the different branding elements <ul style="list-style-type: none"> – Developing a brand name and trademark – Designing logos – Corporate design and aspects of product packaging • Brand communication based on brand positioning • Customer journey and brand touchpoint • Specifics of international branding and brand communication • Analysis and assessment criteria in the context of concrete use cases 				

	<ul style="list-style-type: none"> • Concrete fields of application of brand management and brand communication • Current developments and trends in brand management and brand communication
4	<p>Forms of teaching</p> <p>Participative, seminar-like course plus field trips in the industry, guest lectures from the industry, online lecture The virtual classroom features synchronised and collaborative learning. It allows the students to choose their own physical learning environment, to study and apply especially the multimedial holistic communication potentials.</p> <p>Regular exercises and short cases allow continuous assessment of the knowledge acquired.</p>
5	<p>Prerequisites</p> <p>No formal prerequisites</p> <p>No subject-related prerequisites</p>
6	Type of examination: oral examination (in groups; duration according to framework examination regulations)
7	<p>Requirements for award of credits</p> <p>Passed oral examination</p>
8	Module allocated to other study programmes: no
9	Weighting for overall grade: according to the credits 10/120
10	<p>Person responsible for the module and lecturer(s)</p> <p>Prof. Dr. Regine Kalka (responsible for the module)</p> <p>Prof. Dr. Regine Kalka (lecturer)</p> <p>Prof. Dr. Anne-Christin Kemper (lecturer)</p>
11	<p>Other information</p> <p>Language of instruction: German</p> <p>Literature (compulsory):</p> <ul style="list-style-type: none"> • Bruhn, Integrierte Unternehmens- und Markenkommunikation: Strategische Planung und operative Umsetzung, 2nd edn, Vahlen, Munich 2012 • Burmann/Riley/Halaszovich/Schade, Identity-Based Brand Management. Fundamentals–Strategy–Implementation–Controlling, Wiesbaden 2017 • Esch, Strategie und Technik der Markenführung, 8th edn, Vahlen, Munich 2014 • Fill, Marketing Communications: Interactivity, Communities and Content, Financial Times Prent., 7th edn, 2016 • Kapferer, The New Strategic Brand Management: Advanced Insights and Strategic Thinking, Kogan Page, 5th edn, 2012 • Keller, Strategic Brand Management, Prentice Hall, 4th rev edn, 2012 • Meffert/Burmann/Koers, Markenmanagement, 2nd edn, Gabler, Wiesbaden 2012 • Further reading handed out with the course documents. <p>Literature (recommended):</p> <ul style="list-style-type: none"> • Bruhn/Köhler, Wie Marken wirken, Vahlen, Munich 2010 • Baumgarth, Markenpolitik: Markentheorien, Markenwirkungen, Markenführung, Markencontrolling, Markenkontexte, 4th edn, Gabler, Wiesbaden 2014 • Müller/Gelbrich: Interkulturelle Kommunikation, Munich 2014 <p>All books to be read in their latest editions.</p>

	See updated lists of recommended literature in the course documents.
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M7: Omnichannel Management					
Module number	Workload	Credits	Semester	Number of offers	Duration
M7	250 h	10	Semester 4	Once per academic year	1 semester
1	Courses		Attendance	Self-study	Suggested group size
	7.1 Omnichannel Management – Conception and Design		2 SWS / 30 h	160 h	20 students
	7.2 Omnichannel Marketing – Instruments and Methods		2 SWS / 30 h		
	7.3 Omnichannel Realisation – Processes and Tools		2 SWS / 30 h		
2	<p>Learning outcome / competences</p> <p>Having successfully completed the module, the students are able to</p> <ul style="list-style-type: none"> • understand the conditions of the environment and the competition in international trade and commerce and identify their impact on key strategic decisions for trade and commerce, • assess various innovation concepts in trade and commerce, • identify, assess and outline current growth channels, • describe current developments in the omnichannel area, • differentiate between the omnichannel challenges for pure players and offline retailers, • conclude success factors for omnichannel management and develop specific concepts, • assess organisational as well as process-related challenges and applicability and develop suitable solution approaches, • analyse companies regarding their omnichannel competences and conclude recommended action, • assess omnichannel approaches from the client's perspective, • document their acquired specialist skills in written assignments and in presentations and discuss the contents critically with the other students. 				
3	<p>Contents</p> <ul style="list-style-type: none"> • Theoretical fundamentals of omnichannel management <ul style="list-style-type: none"> – Fundamentals of offline and online business processes – Development of multi-, cross- and omnichannel retailing – Strategic challenges in omnichannel management – Challenges in back end and front end – Gathering and processing information • Omnichannel approach in trade, commerce and the industry <ul style="list-style-type: none"> – Verticalisation as driver in omnichannel management – Integration of B2C and B2C channels – Client-orientated channel configuration • Customer relationship management and marketing in omnichannel contexts <ul style="list-style-type: none"> – cross-media instruments, methods and concepts of customer acquisition and communication – Theoretical fundamentals of customer satisfaction and loyalty – Methods of customer assessment and customer value analysis – Branding and corporate design • Omnichannel approach as organisational challenge <ul style="list-style-type: none"> – Development of an omnichannel culture – Omnichannel controlling 				

	<ul style="list-style-type: none"> – Organisational processes to master or reduce complexity • E-supply chain concepts in omnichannel management <ul style="list-style-type: none"> – E-procurement – E-marketplaces – E-shops – E-distribution
4	<p>Forms of teaching</p> <p>Seminar-like course plus major part in self-study (preparation and revision) and integrated exercises using typical business cases from professional practice for continuous assessment</p>
5	<p>Prerequisites</p> <p>No formal prerequisites</p> <p>No subject-related prerequisites</p>
6	<p>Types of examination:</p> <p>Type of examination: portfolio (4-5 times written homework; workload: 70 clock hours)</p>
7	<p>Requirements for award of credits</p> <p>Submission of the assignments in the context of the portfolio examination by due date; assignments passed</p>
8	Module allocated to other study programmes: no
9	Weighting for overall grade: according to the credits 10/120
10	<p>Person responsible for the module and lecturer(s)</p> <p>Prof. Dr. Peter Scheideler (responsible for the module)</p> <p>Prof. Dr. Peter Scheideler (lecturer)</p>
11	<p>Other information</p> <p>Language of instruction: German/English</p> <p>Literature (compulsory):</p> <ul style="list-style-type: none"> • Dart, Retail's Seismic Shift, 1st edn, New York, St. Martins's Press Inc., 2017 • Heinemann, Cross-Channel-Management: Integrationserfordernisse im Multi-Channel-Handel, 3rd edn, Wiesbaden, Gabler, 2011 • Heinemann, Der Neue Online-Handel: Geschäftsmodell und Kanalexzellenz im E-Commerce, 5th edn, Wiesbaden, Springer Fachmedien Wiesbaden GmbH, 2013 • Kakui, Omni-Channel Strategies in U.S. and Japan, 1st edn, Chiyoda-ku (Tokio), Nikkei Publishing Inc., 2015 • Lewis/Dart, The New Rules of Retail: Competing in the World's Toughest Marketplace, 2nd edn, New York, St Martin's Press Inc., 2014 • Poloian, Multichannel-Retailing, New York (Fairchild Books), 2009 • Wirtz, Electronic Business, 5th edn, Wiesbaden, Springer Fachmedien Wiesbaden GmbH, 2015 <p>Literature (recommended):</p> <ul style="list-style-type: none"> • Rittinger, Multi-Channel-Retailing: Prinzip, Konzepte und Erfolgsfaktoren, 1st edn, Wiesbaden, Springer Fachmedien Wiesbaden GmbH, 2014 • Jäger, Multi-Channel im stationären Einzelhandel: Ein Überblick, 1st edn, Wiesbaden: Springer Fachmedien Wiesbaden GmbH, 2016

	<ul style="list-style-type: none">• Kollmann, E-Business: Grundlagen elektronischer Geschäftsprozesse in der Digitalen Wirtschaft, 6th edn, Wiesbaden, Springer Fachmedien Wiesbaden GmbH, 2016 <p>All books to be read in their latest editions. See updated lists of recommended literature in the course documents.</p>
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M8: Media Production					
Module number	Workload	Credits	Semester	Number of offers	Duration
M8	250 h	10	Semester 4	Once per academic year	1 semester
1	Courses		Attendance	Self-study	Suggested group size
	8.1 Media Conception and Design		2 SWS / 30 h	160 h	20 students
	8.2 Media Technology		2 SWS / 30 h		
	8.3 Media Realisation		2 SWS / 30 h		
2	<p>Learning outcome / competences</p> <p>Having successfully completed the module, the students are able to</p> <ul style="list-style-type: none"> • understand and apply the relevant fundamentals and methods to conceptualise, design and realise media productions, • analyse and assess media in the light of research on media schemes and interdisciplinary theories of media change, • conceptualise and realise moving image productions taking into account economic, creative and technical aspects, • analyse media regarding content-related, creative and technical aspects and assess them applying an offer or reception orientation, • apply project management methods to a practical project in media production, determine and assess the processes of group interaction in different positions. 				
3	<p>Contents</p> <ul style="list-style-type: none"> • Media Conception and Design <ul style="list-style-type: none"> – Fundamentals of content-related conception of media productions (process design for idea development, fundamentals of storytelling etc.) – Economic aspects and instruments (calculations, design to cost etc.) – Fundamentals of design in the light of research on media schemes – Media specifics of design (video design, TV design, web design, print design etc.) • Media technology <ul style="list-style-type: none"> – Interdisciplinary approaches (media economics, media sciences, media psychology etc.) to media and its technologies – Theories of media change (diffusion of innovation etc.) – Selected media technologies (digital interactive media, video technology etc.) – Current trends (virtual reality, augmented reality etc.) • Media realisation, project <ul style="list-style-type: none"> – Working steps in multimedia or moving image production – Fundamentals of video shooting – Realisation of owned media offers: <ul style="list-style-type: none"> ○ YouTube channel (video and channel configuration, thumbnails, text design, keywords etc.) ○ Snapchat channel (video, photo, graphic and text production etc.) ○ Current trends – Risk management in media productions: ex-ante prognosis – Controlling in media productions: ex-post analysis – Research on existing media for media design (e.g. content-related analyses) – Research on reception for media design (e.g. user surveys) – Project (research or practical project) 				

4	<p>Forms of teaching</p> <p>seminar-like course, practical exercises, project-orientated work in small groups supervised and moderated by teaching staff</p>
5	<p>Prerequisites</p> <p>No formal prerequisites</p> <p>No subject-related prerequisites</p>
6	Type of examination: project documentation (20-25 pages; workload: 70 clock hours)
7	<p>Requirements for award of credits</p> <p>Passed module examination (project documentation)</p>
8	Module allocated to other study programmes: no
9	Weighting for overall grade: according to the credits 10/120
10	<p>Person responsible for the module and lecturer(s)</p> <p>Prof. Dr. Claudia Gerhards (responsible for the module)</p> <p>Prof. Dr. Claudia Gerhards (lecturer)</p>
11	<p>Other information</p> <p>Language of instruction: German</p> <p>Literature (compulsory):</p> <ul style="list-style-type: none"> • Cooke, A visual convergence of print, television, and the internet: charting 40 years of design change in news presentation, 2005. In: <i>New Media & Society</i>, vol. 7 (1), pp. 22–46 • Gerhards, Product placement on YouTube. An explorative study on YouTube creators' experiences with advertisers, 2017. In: <i>Convergence. The International Journal of Research into New Media Technologies</i>, prepublished online October 30, 2017. DOI: 10.1177/1354856517736977, pp. 1–18 • Gerhards, <i>Nonfiction-Formate für TV, Online und Transmedia. Entwickeln, präsentieren, verkaufen</i>, Konstanz, Munich 2013 • Kamp, <i>AV-Mediengestaltung. Grundwissen</i>. Haan-Gruiten, 2008 • Kiefer, <i>Medienökonomie und Medientechnik</i>. In: Altmeyden/Karmasin (ed), <i>Medien und Ökonomie</i>, vol 1, Wiesbaden 2003, pp. 181–208 • Phua/Jin/Kim, Uses and gratifications of social networking sites for bridging and bonding social capital: A comparison of Facebook, Twitter, Instagram, and Snapchat, 2017. In: <i>Computers in Human Behavior</i>, vol 72, pp. 115–122 • Rau, <i>Audiovisuelle Unternehmenskommunikation: Video, Film, Bewegtbild im Internet</i>, 2014. In: Zerfuß/Piwinger (ed), <i>Handbuch Unternehmenskommunikation</i>, Wiesbaden, pp. 803–821 <p>Literature (recommended):</p> <ul style="list-style-type: none"> • Kinnebrock/Schwarzenegger/Birkner, <i>Theorien des Medienwandels</i>, Köln 2015 • Regier/Schunk/Könecke (ed), <i>Marken und Medien. Führung von Medienmarken und Markenführung mit neuen und klassischen Medien</i>, Wiesbaden 2016 <p>All books to be read in their latest editions. See updated lists of recommended literature in the course documents.</p>

M9: Digital Leadership					
Module number	Workload	Credits	Semester	Number of offers	Duration
M9	250 h	10	Semester 4	Once per academic year	1 semester
1	Courses	Attendance	Self-study	Suggested group size	
	9.1 Digitalisation – Companies, Markets and Society	2 SWS / 30 h	160 h	20 students	
	9.2 Digital Leadership and Management	2 SWS / 30 h			
	9.3 Methods and Instruments of Digital Leadership	2 SWS / 30 h			
2	<p>Learning outcome / competences</p> <p>Having successfully completed the module, the students are able to</p> <ul style="list-style-type: none"> explain and assess the interdependencies of socio-economic processes of change and the phenomena of digitalisation using concrete examples, analyse and critically reflect on the importance and effectiveness of digitalisation in the context of socio-economic transformation, analyse and reflect on ethical and intercultural aspects of digitalisation of the economy in the context of responsible business management, describe and classify changing working and leadership requirements in the working environment and changing relationships between employer and employee in the context of digitalisation, conclude additional requirements for executives, describe, analyse and critically reflect on the function of executives in the change process in digital transformation using concrete scenarios of action and leadership, analyse different methods and tools (design thinking, rapid prototyping etc.) in the innovation and change process in digital transformation in the context of practical cases, assess their limitations in terms of application and apply them independently in concrete working and leadership situations (group work). 				
3	<p>Contents</p> <ul style="list-style-type: none"> Fundamentals and concepts of reflexivity in society and economy in a digital world Social and economic transformation processes Characteristics and phases of digital transformation Use of media and the influence of digital media on microeconomic business models The impact of digitalisation on the customer experience and the internal operations model Function and challenges in management and corporate governance in a digital world Differentiation between digital leadership and management in a digital world Elaborating on and practising critical reflection on the effects of digitalisation on socio-economic sub-areas (e.g. work, family, mobility, education, sustainability, interculturality) Ethical and legal questions in digitalisation Collaborative working, communication and leadership methods Individual competences concerning media and the use of media in social networks, remote leadership 				
4	<p>Forms of teaching</p> <p>Participative, seminar-like course plus field trips in the industry, guest lectures from the industry, online lecture depending on the situation The virtual classroom features synchronised and collaborative learning. It allows the students to choose their own physical learning environment, to</p>				

	<p>study and apply especially the multimedial holistic communication and collaboration potentials. This way, the students can gain first experience in remote leadership and group control processes via media and discuss their observations critically in groups.</p> <p>Regular exercises and short cases allow continuous assessment of the knowledge acquired.</p>
5	<p>Prerequisites</p> <p>No formal prerequisites</p> <p>No subject-related prerequisites</p>
6	Type of examination: portfolio (4-5 times written homework; workload: 70 clock hours)
7	<p>Requirements for award of credits</p> <p>Passed module examination</p>
8	Module allocated to other study programmes: no
9	Weighting for overall grade: according to the credits 10/210
10	<p>Person responsible for the module and lecturer(s)</p> <p>Prof. Dr. Andreas Diedrich (responsible for the module)</p> <p>Prof. Dr. Andreas Diedrich (lecturer)</p>
11	<p>Other information</p> <p>Language of instruction: German</p> <p>Literature (compulsory):</p> <ul style="list-style-type: none"> • Bongiorno/Rizzo/Vaia (ed), CIOs and the Digital Transformation: A New Leadership Role, Springer Int. 2018 • Brandes et al., Management Y: Agile, Scrum, Design Thinking & Co., So gelingt der Wandel zur attraktiven und zukunftsfähigen Organisation, Frankfurt, New York 2014 • Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Business 2009 • Kreuzer/Neugebauer/Pattloch, Digital Business Leadership: Digitale Transformation – Geschäftsmodell-Innovation – agile Organisation – Change-Management, Wiesbaden 2017 • Petry (ed), Digital Leadership: Erfolgreiches Führen in Zeiten der Digital Economy, Freiburg 2016 • Schallmo et al. (ed): Digitale Transformation von Geschäftsmodellen: Grundlagen, Instrumente und Best Practices, Wiesbaden 2017 • Weinreich, Lean Digitization: Digitale Transformation durch agiles Management, Berlin, Heidelberg 2016 <p>Further digital material (videos, tutorials, self-assessment tests) will be provided in class.</p> <p>All books to be read in their latest editions.</p> <p>See updated lists of recommended literature in the course documents.</p>

M10: Marketing Controlling and Big Data					
Module number	Workload	Credits	Semester	Number of offers	Duration
M10	225 h	9	Semester 2	Once per academic year	1 semester
1	Courses		Attendance	Self-study	Suggested group size
	10.1 Marketing Controlling		2 SWS / 30 h	165 h	
	10.2 Big Data in Marketing		2 SWS / 30 h		35 students
2	<p>Learning outcome / competences</p> <p>Having successfully completed the module, the students are able to</p> <ul style="list-style-type: none"> • describe and explain the methods and instruments of marketing controlling, • apply tasks, instruments and methods in marketing controlling, which they understand as <ul style="list-style-type: none"> – subsystem of the management system 'marketing' and – subsystem of controlling, • identify, classify and develop solution approaches for strategic and operative issues in marketing controlling, • compare and assess the potential and limitations of established and the latest solution approaches in marketing controlling, • discuss the tasks, methods and instruments of big data in marketing systematically and in an application-orientated manner, • describe the applicability and analyse the opportunities and risks of big data in marketing in general as well as for concrete use cases and case studies, • compare the consequences for the marketing mix, analyse and assess the different characteristics of the marketing instruments, • solve concrete marketing issues in the context of use cases and case studies and conclude strategic and operative implications. 				
3	<p>Contents</p> <ul style="list-style-type: none"> • Marketing Controlling: <ul style="list-style-type: none"> – Strategic marketing controlling – Operative marketing controlling – Sales budget and sales forecast – Budgeting approaches in marketing – Information systems as basis for marketing controlling – Instruments of marketing controlling – Sales funnel and customer journey analysis – Customer lifecycle analysis – customer selection and loyalty, CRM systems – Price controlling, target costing • Big Data in Marketing: <ul style="list-style-type: none"> – New requirements for the marketing of the future – Big data and customer journey – Data-driven marketing mix – Big data in marketing: legal aspects and data protection – Technologies to gather, collect, analyse and use data – Applicability of big data in marketing – Big data use cases 				
4	Forms of teaching				

	Participative, seminar-like course incl. use cases and case studies, individual and group research, exercises as well as presentations
5	Prerequisites No formal prerequisites No subject-related prerequisites
6	Type of examination: written examination (duration: 120 min.)
7	Requirements for award of credits Passed module examination (written examination)
8	Module allocated to other study programmes: potentially Business Analytics (MSc)
9	Weighting for overall grade: according to the credits 9/120
10	Person responsible for the module and lecturer(s) Prof. Dr. Nikola Ziehe (responsible for the module) tba (lecturer)
11	Other information Language of instruction: German Literature (compulsory): <ul style="list-style-type: none"> • Bauer, Controlling von Online-Marketing, 2011. In: Bauer et al. (ed), Online Targeting and Controlling, Wiesbaden, p. 156–168 • Bryan, Data Driven Marketing: Leverage Data to Increase Sales, Grow Profits, and Land More Customers, Ainsley & Allen, 2017 • Buchholz, Strategisches Controlling, Wiesbaden 2009 • Klein, Moderne Controlling-Instrumente für Marketing und Vertrieb – Grundlagen, Konzepte und Methoden, Freiburg 2010 • Klein, Marketingcontrolling im Online-Zeitalter, Freiburg 2014 • Ehrmann, Marketing Controlling, 5th edn, Ludwigshafen 2016 • Gleich/Grönke/Kirchmann et al., Controlling und Big Data, Munich 2014 • Link/Weiser, Marketing-Controlling. Systeme und Methoden für mehr Markt- und Unternehmenserfolg, 3rd edn, Munich 2011 • Palmatier/Sridhar, Marketing Strategy: Based on First Principles and Data Analytics, London 2017 • Provost/Fawcett, Data Science for Business. What You Need to Know About Data Mining and Data-Analytic Thinking, 2013 • Reinecke/Janz, Marketingcontrolling: Sicherstellen von Marketingeffektivität und -effizienz, Stuttgart 2007 • Schwarz (ed), Big Data im Marketing. Chancen und Möglichkeiten für eine effektive Kundenansprache, Freiburg 2015 • Zerres/Zerres, Handbuch Marketing-Controlling, 3rd edn, Heidelberg 2006 • Ziehe, Marketing-Controlling, Bergisch Gladbach 2013 Literature (recommended): <ul style="list-style-type: none"> • Ehrmann, Balanced Scorecard, Ludwigshafen 2000 • Hofbauer/Bergmann, Professionelles Controlling in Marketing und Vertrieb – Ein integrierter Einsatz mit Kennzahlen und Checklisten, Erlangen 2012 • Bauer/Stokburger/Hammerschmidt, Marketing Performance. Messen, Analysieren, Optimieren, Wiesbaden 2006

	<ul style="list-style-type: none">• Ziegenbein, Controlling, 10th edn, Herne 2012 <p>All books to be read in their latest editions. See updated lists of recommended literature in the course documents.</p>
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M11: Business Planning in New Markets					
Module number	Workload	Credits	Semester	Number of offers	Duration
M11	250 h	10	Semester 2	Once per academic year	1 semester
1	Courses Business Planning in New Markets		Attendance 4 SWS / 60 h	Self-study 190 h	Suggested group size 35 students
2	<p>Learning outcome / competences</p> <p>Having successfully completed the module, the students are able to</p> <ul style="list-style-type: none"> • name and differentiate between reasons, objectives and target groups for business plans in various contexts of application, • explain the structure of a business plan and the interrelations and interdependencies of the different components, prioritise the different components depending on the context, • develop and concretise their own business ideas using business model canvas, critically assess and reflect on the ideas' marketability and potential to successfully put them into practice, • develop a business plan (low complexity) autonomously and design and document it in a target-group orientated manner using business planning software, • assess the quality of a business plan and give peer-to-peer feedback, • present a business plan in various contexts (e.g. to potential investors, suppliers or cooperation partners), • identify conflicts within the team of co-founders or people developing the business plan as well as with external stakeholders, develop strategies to solve the conflict in the context of a peer-to-peer consulting and apply them to the process in the group. 				
3	<p>Contents</p> <ul style="list-style-type: none"> • Business planning and business plans in different contexts of application (e.g. start-ups, business area development) • Analysis and planning process from business idea to business plan (business model canvas method) • Components of a business plan (e.g. problem, business idea, market size, competition, business model, team) • Step-by-step development and concretisation of the different components of a business plan • Contexts and target groups of a business plan • Conflicts and strategies to solve conflicts in a business planning process 				
4	<p>Forms of teaching</p> <p>Seminar-like course, lectures, guest lectures from the industry, case studies (best practice), group work, presentations, reflection and feedback talks (peer to peer as well as teacher to student)</p> <p>The primarily informative parts (lectures, best practices, guest lectures from practice) might be conducted online (via Adobe Connect) – for cost efficiency (reducing travel time or external contributors) or for methodological and educational reasons. Also feedback talks with individual students might be done in Adobe Connect meetings. Peer-to-peer consultation and group discussions have to take place in seminar-like course (attendance on campus) An introduction to Adobe Connect as well as discussion of online parts for the respective semester take place in the first two sessions.</p>				
5	<p>Prerequisites</p> <p>No formal prerequisites</p>				

	No specific subject-related prerequisites (knowledge in the area of business administration from the bachelor's programme according to the admission requirements of the examination regulations, section 4)
6	Type of examination: project documentation (20-25 pages; workload: 70 clock hours)
7	Requirements for award of credits Passed module examination (project documentation)
8	Module allocated to other study programmes: no
9	Weighting for overall grade: according to the credits 10/120
10	Person responsible for the module and lecturer(s) Prof. Dr. Andreas Diedrich (responsible for the module) Prof. Dr. Andreas Diedrich (lecturer)
11	Other information Language of instruction: German Literature (compulsory): <ul style="list-style-type: none"> • Genadinik, Business plan template and example: how to write a business plan: Business planning made simple, Alex Genadinik 2017 • McKinsey & Company (ed), Planen, gründen, wachsen: Mit dem professionellen Businessplan zum Erfolg, 5th edn, Munich 2010 • Osterwalder/Pigneur, Business Model Generation, Ein Handbuch für Visionäre, Spielveränderer und Herausforderer, Frankfurt, New York 2011 • Vogelsang/Fink/Baumann, Existenzgründung und Businessplan: Ein Leitfaden für erfolgreiche Start-ups, Berlin 2016 Literature (recommended): <ul style="list-style-type: none"> • Bundesministerium für Wirtschaft und Energie (ed): Starthilfe – Der erfolgreiche Weg in die Selbständigkeit, Berlin 2016 • Nagel, Der Businessplan: Geschäftspläne professionell erstellen Mit Checklisten und Fallbeispielen, Wiesbaden 2015 All books to be read in their latest editions. See updated lists of recommended literature in the course documents.

M12: Management and Leadership Skills					
Module number	Workload	Credits	Semester	Number of offers	Duration
M12	150 h	6	Semester 3	Once per academic year	1 semester
1	Courses Management and Leadership Skills		Attendance 4 SWS / 60 h	Self-study 90 h	Suggested group size 35 students
2	<p>Learning outcome / competences</p> <p>Having successfully completed the module, the students should be able to</p> <ul style="list-style-type: none"> • interpret the main leadership approaches and apply them to practical cases, • identify the phenomenon of leadership and put it into context, • analyse their own leadership skills and identify room for improvement, • apply methods and techniques in leadership and communication and reflect on and assess their use in executive practice, • develop, apply and reflect on approaches to specific leadership situations, • identify leadership specifics for employees and teams in an international and intercultural context, critically reflect on differences in values, thinking and behavioural patterns and take them into account for their own leadership approach (team and group work) in an unprejudiced manner, applying cultural awareness. 				
3	<p>Contents</p> <ul style="list-style-type: none"> • Fundamentals of leadership <ul style="list-style-type: none"> ○ Definitions of leadership ○ Different perspectives on the phenomenon of leadership ○ Executive functions ○ Motivation ○ Trust ○ Different perspectives on people ○ Intercultural differences ○ Power and hierarchy • Theories of leadership <ul style="list-style-type: none"> ○ Leadership styles, behaviour and success ○ Theories of characteristics and situations ○ Charismatic and transforming leadership ○ Leadership substitutes • Leadership requirements and leadership skills <ul style="list-style-type: none"> ○ Analysis of leadership potential ○ Leadership personality ○ Development of leadership skills • Leadership instruments, techniques and methods • Communication as key executive function <ul style="list-style-type: none"> ○ Communication techniques ○ Conflicts and conflict management ○ Feedback and criticism ○ Reviews for employees • Leadership position and leadership identity • Leading groups • Self-management and leadership in self-controlling 				
4	Forms of teaching				

	Participative, seminar-like course incl. lectures and discussions, role play, communication and moderation methods, practical cases, reflection on individual experience and peer-to-peer consultation, tests, presentations as well as individual and group exercises, practice- and application-orientated teaching
5	Prerequisites No prerequisites
6	Type of examination: written assignment (10-15 pages; workload: 40 clock hours)
7	Requirements for award of credits Submission of the written assignment by due date; written assignment passed
8	Module allocated to other study programmes: no
9	Weighting for overall grade: according to the credits 6/120
10	Person responsible for the module and lecturer(s) Prof. Dr. Nikola Ziehe (responsible for the module) Corinna Ruppel (lecturer)
11	Other information Language of instruction: German Literature (compulsory): <ul style="list-style-type: none"> • Neuberger, Führen und führen lassen: Ansätze, Ergebnisse und Kritik der Führungsforschung, 2002 • von Rosenstiehl, Führung von Mitarbeitern: Handbuch für erfolgreiches Personalmanagement, 2014 • Weibler, Personalführung, 2012 • Wunderer, Führung und Zusammenarbeit: Eine unternehmerische Führungslehre, 2011 Literature (recommended): <ul style="list-style-type: none"> • Bennis/Nanus, Führungskräfte. Die vier Schlüsselstrategien erfolgreichen Führens, 1985 (in German 1996) • Blake/Mouton, Verhaltenspsychologie im Betrieb – Das Verhaltensgitter, eine Methode zur optimalen Führung in Wirtschaft und Verwaltung, 1964 (in German 1974) • Blanchard/Johnson, Der Minuten Manager, 1982 (in German 2002) • Drucker, Die Praxis des Managements, 1954 (in German 1998) • Grün, Menschen führen – Leben wecken, 1998 (2006) • Kets de Vries, Führer, Narren und Hochstapler. Die Psychologie der Führung, 1993 (in German 2008) • Malik, Führen Leisten Leben. Wirksames Management für eine neue Zeit, 2000 (2009) • McGregor, Der Mensch im Unternehmen, 1960 (in German 1982) • Sprenger, Aufstand des Individuums. Warum wir Führung komplett neu denken müssen, 2000 (2005) • Taylor, Die Grundsätze wissenschaftlicher Betriebsführung. 1911 (in German 2011) • The Arbinger Institute (ed), Leadership and Self-Deception: Getting out of the Box, 2nd edn, San Francisco 2010 <p>See updated lists of recommended literature in the course documents.</p>

M13: Project Module					
Module number	Workload	Credits	Semester	Number of offers	Duration
M13	350 h	14	Semester 3	Once per academic year	1 semester
1	Courses Project Work	Attendance 4 SWS / 60 h	Self-study 290 h	Suggested group size 35 students	
2	<p>Learning outcome / competences</p> <p>In this module, the students can apply</p> <ul style="list-style-type: none"> the methodological knowledge acquired in the module Theory of Science and Research Methodology and the subject-specific knowledge acquired in the core and specialisation modules independently to complex application scenarios (projects). <p>Having successfully completed the module, the students are able to</p> <ul style="list-style-type: none"> organise themselves in projects and find solutions to problems in holistic, complex and interdisciplinary assignments in a target-orientated manner, make these solutions applicable, document them in a results-orientated way and present them convincingly, structure their tasks and schedule, <ul style="list-style-type: none"> perform research tasks and analyses relevant to the assignment, properly prepare analysis results for presentation, develop solutions to problem cases, assess and justify them, compile results, prepare presentations and convincingly present them, identify conflicts within the project team as well as with external stakeholders, develop strategies to solve the conflict in the context of peer-to-peer consulting and apply them to the process in the group. 				
3	<p>Contents</p> <ul style="list-style-type: none"> At the beginning of the semester, the teacher and/or guest contributor (practical projects) present(s) the projects. The students work on the projects in small groups. The teacher supervises the project work and intervenes where necessary. Thus, the teacher assures that the progress in the projects becomes transparent in the individuals groups and in the entire class. In regular attendance sessions, the students discuss and reflect on processes concerning the group dynamics and possible conflicts. The students present the results of the project work at the end of the module. The entire group and, if applicable, the guest contributor assess and reflect on the results presented. 				
4	<p>Forms of teaching</p> <p>Practically orientated application of methods and development of measures in small project groups, supervised and moderated by teaching staff, based on practical cases, including contributors from the industry, if possible. The teacher may use online platforms or attendance on campus to supervise the students and facilitate their work in groups. The project briefing should take place at a company, if possible. At the end of the project, the students present their results to the partner company and receive comprehensive feedback from the teacher and the company.</p>				
5	<p>Prerequisites</p> <p>No formal prerequisites</p>				

	Subject-related prerequisites: Contents of the core modules recommended
6	Type of examination: project documentation
7	Requirements for award of credits Submission of the project documentation by due date; project documentation passed
8	Module allocated to other study programmes: no
9	Weighting for overall grade: according to the credits 14/120
10	Person responsible for the module and lecturer(s) Prof. Dr. Nikola Ziehe (responsible for the module) Prof. Dr. Nikola Ziehe (lecturer)
11	Other information Language of instruction: German Literature depends on the project topics and will be provided each semester.

M14: Master's Thesis					
Module number	Workload	Credits	Semester	Number of offers	Duration
M14	425 h	17	Semester 4	---	1 semester
1	Courses ---	Attendance ---	Self-study 425 h	Suggested group size ---	
2	Learning outcome / competences With the successfully completed master's thesis, the students prove that they are able to <ul style="list-style-type: none"> • work independently, in accordance with academic methods and • in written form • on an assignment they chose themselves from their specialism • within a prescribed period of time. 				
3	Contents Written academic thesis on an assignment the students choose themselves from their specialism				
4	Forms of teaching Supervised academic work				
5	Prerequisites Formal prerequisites: 75 credits No subject-related prerequisites				
6	Type of examination: independent written master's thesis (approx. 60 pages plus list of contents, list of literature, list of illustrations, annex etc.)				
7	Requirements for award of credits Passed module examination (master's thesis)				
8	Module allocated to other study programmes: no				
9	Weighting for overall grade: according to the credits 17/120				
10	Person responsible for the module and lecturer(s) Anyone from the regular teaching staff				
11	Other information Literature depends on the topic.				

M15: Colloquium					
Module number	Workload	Credits	Semester	Number of offers	Duration
M15	75 h	3	Semester 4	---	1 semester
1	Courses ---	Attendance ---	Self-study 75 h	Suggested group size ---	
2	<p>Learning outcome / competences</p> <p>Having successfully completed the colloquium, the students have proven that they are able to</p> <ul style="list-style-type: none"> • present and independently defend • their thesis results, • the relevant subject-specific basis, • interdisciplinary aspects as well as • wider references. <p>They can also assess the relevance of the contents for professional practice.</p>				
3	<p>Contents</p> <p>Discussions and reflections on the contents of the master's thesis, interdisciplinary aspects as well as wider references</p>				
4	<p>Forms of teaching</p> <p>Oral examination (duration: 30 min.)</p>				
5	<p>Prerequisites</p> <p>Formal prerequisites: passed master's thesis</p> <p>No subject-related prerequisites</p>				
6	<p>Type of examination: oral examination (duration: 30 min.)</p>				
7	<p>Requirements for award of credits</p> <p>Passed module examination (oral examination)</p>				
8	<p>Module allocated to other study programmes: no</p>				
9	<p>Weighting for overall grade: according to the credits 3/120</p>				
10	<p>Person responsible for the module and lecturer(s)</p> <p>Anyone from the regular teaching staff</p>				
11	<p>Other information</p> <p>Literature depends on the topic.</p>				