

## Study regulations of the FH Master's course

### **Sports, culture and Event Management**

To obtain the academic degree

Master of Arts in Business,  
abbreviated to MA

as an appendix to the statutes of the FH Kufstein Tirol

**Organizational form:** Full-time and part-time

**Duration:** 4 semesters

**Scope:** 120 ECTS

**Places for beginners per academic year:** 30 Full-time  
32 Part-time

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**With the amendment to the University Act 2020, the so-called "University of Applied Sciences Studies Act (FHStG)" has been renamed "University of Applied Sciences Act (FHG)". Accordingly, a necessary editorial adjustment was made in this document on January 13th, 2021 and the name FHStG was replaced by FHG.**

# 1 OCCUPATIONAL PROFILES

## 1.1 Occupational fields

The wide range of specialization options in the Master's course in Sports, Culture and Event Management opens up a wide range of career opportunities for graduates. The cross-sectoral topic can be applied in a wide variety of fields - the **core sectors** would be, among others, the following:

### Occupational fields: Core industries

Leisure, cultural and sports facilities	Education
Tourism and hospitality	Advertising and marketing communication
Trade	Information and consulting

The job market offers graduates a wide range of opportunities not only within sports, culture and event management companies - graduates can also be employed in the marketing departments of large companies (e.g. in the events department of Audi, BMW, etc.). Communications departments need expertise in the field of **event management combined with leadership and team skills**. The professionalization of sport requires **management** and specialized training. The increasing **marketing of services and activities of public institutions**, such as museums, also requires specialist personnel - this is where this course of study comes in.

The Master's course in Sports, Culture and Event Management prepares graduates to take on various roles. The course of study with a concept related to **management tasks** is intended to ensure that graduates can enter into numerous positions of high responsibility.

Due to the interdisciplinary design of the program, graduates with a sound management education can take on tasks in all areas of **sports, culture and event management** - even **leading positions** in SMEs or larger companies (especially in the field of event marketing/sponsoring) are open to graduates. The course of study is intended to contribute to the increasing professionalization and academization of the industry.

Students are offered various fields of activity, which can be covered by numerous qualifications acquired. Different **main areas of activity** (e.g. business, management, communication), **product areas** (type and proximity of reference to sport and culture) and a wide range of **organizational types** (different types of companies - from state enterprises to NPOs) indicate some of the specializations after completion of the degree program in Sport, Culture and Event Management.

## 1.2 Qualification profile

The qualification aims or learning outcomes of the Master's course in Sports, Culture and Event Management cannot be clearly assigned to an ISCED level International Standard Classification of Education; the greatest equivalence is in the field of management. The contents taught qualify the graduates for the specified professional fields of activity.

The qualification aims lie in the teaching of economic, socio-political and management contexts of the sports, cultural and event management sectors. Furthermore quantitative and qualitative approaches in the field of scientific methods are taught. In particular, methods and concepts are dealt with that are necessary for overcoming problems in the management areas of the industries and for solving social challenges. This includes knowledge in the fields of sports management and sports science, cultural management and cultural science as well as event management and event science and their integrative aspects (sustainability, Event Design & Experience, Sports & Cultural Policy, SKVM in the urban context, public relations in SKVM, critical thinking in SKVM) as well as the communication of digital trends in the departments. General management and business skills are taught in the basic course on Budgeting and

Controlling (part-time) or International Financial Management (full-time), Leadership Skills, Digital Marketing, Strategic & Innovation Management and Strategic Human Resource Management. In addition, there are complementary skills in the field of social skills with courses on teambuilding, public relations in SKVM (part-time) or PR in SCEM (full-time) and leadership skills. The courses of study offer elective modules across all courses of study with a focus on sport, culture, events and management. The application of the expert knowledge as well as the feedback from current practice and research takes place with practice projects. Integration and transfer from the field of research takes place within the framework of academic seminars and a qualitative course as well as quantitative research methodology.

Occupational field of activity	Task	Competence description	Competence allocation	Modules
<b>Event manager</b>	Concept creation	Can independently plan and take responsibility for digital and analog events	Professional-academic Human Resources and Social Affairs	Basics SKVM / Advanced SKVM / Practical transfer SKVM / Elective module SKVM
	Implementation	Can responsibly implement events and communicate innovative experiences	Professional-academic Human Resources and Social Affairs	Basics SKVM / Practical transfer SKVM / Advanced SKVM / Elective module SKVM
	Project manager	Can organize and take responsibility for international projects as a leader	Professional-academic Human Resources and Social Affairs	Guidance and Social Skills SKVM / Practical Transfer SKVM / Optional Compulsory Module SKVM
	Budgeting	Can be responsible for the financing of events	Professional-academic	Basics SKVM / Leadership and Social Skills SKVM / Practice Transfer SKVM
	Marketing	Can take responsibility for the international strategic marketing appearance, digital and analog	Professional-academic Human Resources and Social Affairs	Basics SKVM / Leadership and Social Skills SKVM / Advanced SKVM
<b>Sports manager</b>	Sport development	Are able to strategically implement current developments in sport and take responsibility for them	Professional-academic Human Resources and Social Affairs	Basics SKVM / Advanced SKVM / Elective module SKVM
	Sports sponsorship	Can be responsible for strategic financing models	Professional-academic Human Resources and Social Affairs	Basics of SKVM / Leadership and Social Skills / Practical Transfer SKVM / Elective module SKVM
	Marketing	Can innovatively use the international strategic branding of	Professional-academic	Basics SKVM / Leadership and Social Skills SKVM

		sports products as well as sport as a medium for non-sport related products	Human Resources and Social Affairs	
	Brand development	Can develop organizations and athletes in sport into a brand	Professional-academic Human Resources and Social Affairs	Basics SKVM / Leadership and Social Skills SKVM
<b>Culture Manager</b>	Cultural Mediation	Can communicate cultural offerings in terms of international target groups and experiential milieus	Professional-academic Human Resources and Social Affairs	Basics SKVM / Advanced SKVM / Practical transfer SKVM / Elective module SKVM
	Organization	Can innovatively design projects in different cultural and business contexts	Professional-academic Human Resources and Social Affairs	Basics SKVM / Advanced SKVM / Leadership and Social Skills SKVM / Practical Transfer SKVM / Optional compulsory module SKVM
	Strategy development	Can be responsible for strategic measures of cultural management and international cultural policy	Professional-academic Human Resources and Social Affairs	Basics SKVM / Advanced SKVM / Leadership and Social Skills / Optional compulsory module SKVM
	Budgeting	Can be responsible for the financing of cultural funding in the balancing act between sponsoring, public funding and own resources	Professional-academic Human Resources and Social Affairs	Basics SKVM / Advanced SKVM / Leadership and Social Skills / Practical Transfer SKVM
	Marketing	Can take responsibility for the strategic marketing appearance, digital and analog	Professional-academic Human Resources and Social Affairs	Basics SKVM / Leadership and Social Skills SKVM
<b>Tourism manager</b>	Marketing	Can develop and be responsible for innovative brand strategic orientations of destinations	Professional-academic Human Resources and Social Affairs	Basics SKVM / Leadership and Social Skills SKVM
	Strategy development	Can develop strategic cooperation with international sports and cultural institutions	Professional-academic	Basics SKVM / Advanced SKVM / Leadership and Social Skills / Optional compulsory module SKVM

	Budgeting	Can be responsible for financial plans	Human Resources and Social Affairs Professional-academic	Basics SKVM / Practice Transfer SKVM
<b>PR and press manager</b>	Interface Management	Can be responsible for proactive and procedural stakeholder management in projects	Professional-academic Human Resources and Social Affairs	Advanced SKVM / Leadership and Social Skills SKVM / Practical Transfer SKVM / Elective module SKVM
	Media relations	Can plan and be responsible for strategic press and public relations	Professional-academic Human Resources and Social Affairs	Consolidation SKVM / practice transfer SKVM

## 2 CURRICULUM

### 2.1 Curriculum Data

	FT	PT	Comment if applicable
<b>First year of study</b> (YYY/YY <sub>+1</sub> )	2021/2022	2021/2022	
<b>Standard duration of study</b> (number of semesters)	4	4	
<b>Obligatory WSH</b> (Total number for all sem.)	50.5	50.5	
<b>Course weeks per semester</b> (number of weeks)	15	15	
<b>Obligatory course hours</b> (Total for all sem.)	937.5	967.5	
<b>Obligatory ECTS</b> (Total for all sem.)	120	120	
<b>WS start</b> (Date, comm.: poss. CW)	CW 40	CW 40	
<b>WS end</b> (Date, comm.: poss. CW)	CW 5	CW 5	
<b>SS start</b> (Date, comm.: poss. CW)	CW 11	CW 11	
<b>SS end</b> (Date, comm.: poss. CW)	CW 28	CW 28	
<b>WS weeks</b>	15	15	
<b>SS weeks</b>	15	15	
<b>Obligatory semester abroad</b> (semester specification)	No	No	
<b>Language of instruction</b> (specify)	English	German	The proportion of English-language courses amounts to: FT: 100% of the weekly semester hours PT: 41.58% of the weekly semester hours
<b>Internship</b> (semester information, duration in weeks per semester)	No	No	
<b>Resulting from the merging of the degree programs or from the separation from the degree program</b> (StgKz; to be specified only for merging or separation)			

## 2.2 Curriculummatrix

### Module assignment overview, part-time

Mod-	Module Title	Course title	WSH	ECTS	Sem.
FS	Leadership and Social Skills SKVM	Digital Marketing (E)	2	3	2
		Leadership Skills (E)	2	3	4
		Law	2	3	4
		Strategic Human Resource Management (E)	1	2	1
		Strategic & Innovation Management (E)	2	3	2
		Study trip	2	3	2
		Team Building	2	3	1
GL	Basics SKVM	Budgeting & Monitoring	2	4	1
		Cultural Studies & Cultural Management	2	4	1
		Sports Science & Sports Management	2	4	1
		Event Sciences & Event Management	2	4	1
PT	Practice Transfer SKVM	Elective (E)	2	3	3
		Research Methods & Evidence-based Management	2	4	2
		Colloquium for the Master thesis	1	2	4
		Master thesis	0	22	4
		Practical Project I	2	4	2
		Practical Project II	2	4	3
VT	Advanced SKVM	Academic Methods	2	4	3
		Critical Thinking in SKVM	1.5	3	2
		Event Design & Experience	1.5	3	1
		Public relations in SKVM	2	5	3
		SCEM in the Urban Context (E)	2	3	1
		Sport & Cultural Policy	1.5	3	1
WPK	Culture elective module	Sustainability (E)	2	4	3
		Festival Management (E) (elective)	2	5	2
WPM	Management elective	Technologies of Visitor Experience (E) (elective)	2	5	3
		Cross-Cultural Management (E) (elective)	2	5	3
WPS	Sport (elective)	Project Management (E) (elective)	2	5	2
		Contemporary Issues in Global Sports (E) (elective)	2	5	2
WPV	Event elective module	Contemporary Issues in Sports Communication (E)	2	5	3
		Managing the Event Workforce (E) (elective)	2	5	3
		Venue Management (E) (elective)	2	5	2
			<b>50.5</b>	<b>120</b>	



## Module assignment overview Full-time

Mod-	Module Title	Course title	WSH	ECTS	Sem.
BA	Basics SCEM	International Cultural Management	2	4	1
		International Event Management	2	4	1
		International Financial Management	2	4	1
		International Sports Management	2	4	1
MS	Management & Social Skills SCEM	Digital Marketing	2	3	2
		Leadership Skills	2	3	3
		Strategic Human Resource Management	1	2	3
		Strategic & Innovation Management	2	3	2
		Study Trip	2	3	2
		Team Building	2	3	1
		Optional Module Culture	Festival Management (WP)	2	5
OME	Optional Module Event	Technologies of Visitor Experience (WP)	2	5	3
		Managing the Event Workforce (WP)	2	5	3
OMM	Optional Module Management	Venue Management (WP)	2	5	2
		Cross-Cultural Management (WP)	2	5	3
OMS	Optional Module Sports	Project Management (WP)	2	5	2
		Contemporary Issues in Global Sports (WP)	2	5	2
PT	Practical Transfer SCEM	Contemporary Issues in Sports Communication (WP)	2	5	3
		Business Project I	2	4	2
		Business Project II	2	4	3
		Colloquium on Master Thesis	1	2	4
		Elective	2	3	3
		Master Thesis	0	22	4
		Research Methods & Evidence-based Management	2	4	2
		Thesis Preparation Seminar	2	4	3
SC	Specialization SCEM	Critical Thinking in SCEM	1.5	3	4
		Event Design & Experience	1.5	3	2
		International Sports & Cultural Politics	1.5	3	4
		Public Relations in SCEM	2	4	3
		Risk Management	2	4	1
		SCEM in the Urban Context	2	3	1
		Sustainability	2	4	1
					<b>50.5</b>

## Curriculum matrix Part-time

The following description of the courses does not include the work involved in supervising Master theses. For each supervised work, a workload of 0.6 WSH is planned, i.e. with 30 accredited study places, an additional AWSH workload of 18 AWSH (full-time) or with 32 accredited study places, an additional AWSH workload of 19.2 AWSH (part-time), which are incurred in the fourth semester. In total, an AWSH sum of 37.2 AWSH over all 4 semesters is achieved for the Master thesis supervision.

### 1st semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
bb.FS.1	Team Building	UE			0%	2	2	4	60	FS	3
bb.FS.2	Strategic Human Resource Management (E)	ILV		X	0%	1	1	1	15	FS	2
bb.GL.1	Sports Science & Sports Management	ILV			20%	2	1	2	30	GL	4
bb.GL.2	Cultural Studies & Cultural Management	ILV			25%	2	1	2	30	GL	4
bb.GL.3	Event Sciences & Event Management	ILV			25%	2	1	2	30	GL	4
bb.GL.4	Budgeting & Monitoring	ILV			0%	2	1	2	30	GL	4
bb.VT.1	Event Design & Experience	SE			0%	1.5	1	1.5	22.5	VT	3
bb.VT.2	Sport & Cultural Policy	ILV			25%	1.5	1	1.5	22.5	VT	3
bb.VT.3	SCEM in the Urban Context (E)	ILV		X	0%	2	1	2	30	VT	3
Total line:						16.0		18.0	270.0		30
Course hours = Total WSH x course weeks						240.0					

**2nd semester**

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
bb.FS.3	Study trip	ILV			0%	2	2	4	60	FS	3
bb.FS.4	Digital Marketing (E)	ILV		X	20%	2	1	2	30	FS	3
bb.FS.5	Strategic & Innovation Management (E)	ILV		X	20%	2	1	2	30	FS	3
bb.PT.1	Practical Project I	PT			50%	2	3	6	90	PT	4
bb.PT.2	Forschungsmethoden & Evidenzbasiertes Management	SE			25%	2	2	4	60	PT	4
bb.VT.4	Critical Thinking in SKVM	ILV			20%	1.5	1	1.5	22.5	VT	3
bb.WPK.1	Festival Management (E) (WP)	SE		X	25%	2	0.5	1.0	15.0	WPK	5
bb.WPM.1	Project Management (E) (WP)	SE		X	25%	2	0.5	1.0	15.0	WPM	5
bb.WPS.1	Contemporary Issues in Global Sports (E) (WP)	SE		X	25%	2	0.5	1.0	15.0	WPS	5
bb.WPV.1	Venue Management (E) (WP)	SE		X	25%	2	0.5	1.0	15.0	WPV	5
Total line:						15.5		21.5	322.5		30
Course hours = Total WSH x course weeks						232.5					

**3rd semester**

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
bb.PT.3	Practical Project II	PT			50%	2	3	6	90	PT	4
bb.PT.4	Academic Methods	SE			20%	2	2	4	60	PT	4
bb.PT.5	Elective (E)	ILV		X	0%	2	1	2	30	PT	3
bb.VT.5	Public relations in SKVM	SE			0%	2	2	4	60	VT	5
bb.VT.6	Sustainability (E)	ILV		X	50%	2	1	2	30	VT	4
bb.WPK.2	Technologies of Visitor Experience (E) (elective)	SE		X	25%	2	0.5	1.0	15.0	WPK	5
bb.WPM.2	Cross-Cultural Management (E) (elective)	SE		X	25%	2	0.5	1.0	15.0	WPM	5
bb.WPS.2	Contemporary Issues in Sports Communication (E) (elective)	SE		X	25%	2	0.5	1.0	15.0	WPS	5
bb.WPV.2	Managing the Event Workforce (E) (elective)	SE		X	25%	2	0.5	1.0	15.0	WPV	5
Total line:						14		20.0	300.0		30
Course hours = Total WSH x course weeks						210					

<b>4th semester</b>
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Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
bb.FS.6	Leadership Skills (E)	ILV		X	20%	2	1	2	30	FS	3
bb.FS.7	Law	ILV			0%	2	1	2	30	FS	3
bb.PT.6	Colloquium for the Master thesis	SE			50%	1	1	1	15	PT	2
bb.PT.7	Master thesis	SE			0%	0	1	0	0	PT	22*
Total line:						5		5	75		30
Course hours = Total WSH x course weeks						75					

\* The 22 ECTS for the Master thesis are divided into 20 ECTS for the Master thesis and 2 ECTS for the final examination.

Abbreviations	
eLV	E-learning proportion of course in percent
E	Lecture in English language
ECTS	ECTS – Credit points
LV	Course
LVS	Course hour(s)
WSH	Weekly semester hour(s)
T	Lecture with technical background
WP	Elective subject

### Summary of part-time curriculum data

Description	WSH	AWSH	ALVS	ECTS
Total number of courses over all semesters	50.5	64.5	967.5	120
Total number of courses in 1st year of study	31.5	39.5	592.5	60
Total number of courses in 2nd year of study	19	25	375	60
Total number of courses in 3rd year of study				
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of courses in English over all semesters	21			41
Proportion of courses in English over all semesters based on WSH / ECTS	41.58%			34.17%
Proportion of eLearning units over all semesters based on WSH / ECTS	19.16%			16.46%

## Curriculum matrix full-time

## 1st semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
vz.BA.1	International Sports Management	ILV		X	20%	2	1	2	30	BA	4
vz.BA.3	International Event Management	ILV		X	25%	2	1	2	30	BA	4
vz.BA.4	International Financial Management	ILV		X	0%	2	1	2	30	BA	4
vz.MS.1	Team Building	UE		X	0%	2	2	4	60	MS	3
vz.SC.1	Sustainability	ILV		X	50%	2	1	2	30	SC	4
vz.SC.2	SCEM in the Urban Context	ILV		X	0%	2	1	2	30	SC	3
vz.SC.3	Risk Management	SE		X	0%	2	1	2	30	SC	4
zv.BA2	International Cultural Management	ILV		X	25%	2	1	2	30	BA	4
Total line:						16		18	270		30
Course hours = Total WSH x course weeks						240					

**2nd semester**

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS			
vz.MS.2	Study Trip	ILV		X	0%	2	2	4	60	MS	3			
vz.MS.3	Strategic & Innovation Management	ILV		X	20%	2	1	2	30	MS	3			
vz.MS.4	Digital Marketing	ILV		X	20%	2	1	2	30	MS	3			
vz.OMC.1	Festival Management (WP)	SE		X	25%	2	0.5	1.0	15.0	OMC	5			
vz.OME.1	Venue Management (WP)	SE		X	25%	2	0.5	1.0	15.0	OME	5			
vz.OMM.1	Project Management (WP)	SE		X	25%	2	0.5	1.0	15.0	OMM	5			
vz.OMS.1	Contemporary Issues in Global Sports (WP)	SE		X	25%	2	0.5	1.0	15.0	OMS	5			
vz.PT.1	Business Project I	PT		X	50%	2	3	6	90	PT	4			
vz.PT.2	Research Methods & Evidence-based Management	SE		X	25%	2	2	4	60	PT	4			
vz.SC.4	Event Design & Experience	ILV		X	0%	1.5	1	1.5	22.5	SC	3			
Total line:									15.5		21.5	322.5		30
Course hours = Total WSH x course weeks									232.5					

**3rd semester**

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS			
vz.MS.5	Leadership Skills	ILV		X	20%	2	1	2	30	MS	3			
vz.MS.6	Strategic Human Resource Management	ILV		X	0%	1	1	1	15	MS	2			
vz.OMC.2	Technologies of Visitor Experience (WP)	SE		X	25%	2	0.5	1.0	15.0	OMC	5			
vz.OME.2	Managing the Event Workforce (WP)	SE		X	25%	2	0.5	1.0	15.0	OME	5			
vz.OMM.2	Cross-Cultural Management (WP)	SE		X	25%	2	0.5	1.0	15.0	OMM	5			
vz.OMS.2	Contemporary Issues in Sports Communication (WP)	SE		X	25%	2	0.5	1.0	15.0	OMS	5			
vz.PT.3	Business Project II	PT		X	50%	2	3	6	90	PT	4			
vz.PT.4	Elective	ILV		X	0%	2	1	2	30	PT	3			
vz.PT.5	Thesis Preparation Seminar	SE		X	20%	2	1	2	30	PT	4			
vz.SC.5	Public Relations in SCEM	SE		X	0%	2	2	4	60	SC	4			
Total line:									15		19.0	285.0		30
Course hours = Total WSH x course weeks									225					

<b>4th semester</b>
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Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
vz.PT.6	Colloquium on Master Thesis	SE		X	50%	1	1	1	15	PT	2
vz.PT.7	Master Thesis	SE		X	0%	0	1	0	0	PT	22*
vz.SC.6	Critical Thinking in SCEM	ILV		X	20%	1.5	1	1.5	22.5	SC	3
vz.SC.7	International Sports & Cultural Politics	ILV		X	0%	1.5	1	1.5	22.5	SC	3
Total line:						4.0		4.0	60.0		30
Course hours = Total WSH x course weeks						60.0					

\* The 22 ECTS for the Master thesis are divided into 20 ECTS for the Master thesis and 2 ECTS for the final examination.

Abbreviations	
eLV	E-learning proportion of course in percent
E	Lecture in English language
ECTS	ECTS – Credit points
LV	Course
LVS	Course hour(s)
WSH	Weekly semester hour(s)
T	Lecture with technical background
WP	Elective subject

### Summary of full-time curriculum data

Description	WSH	AWSH	ALVS	ECTS
Total number of courses over all semesters	50.5	62.5	937.5	120
Total number of courses in 1st year of study	31.5	39.5	592.5	60
Total number of courses in 2nd year of study	19	23	345	60
Total number of courses in 3rd year of study				
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of courses in English over all semesters	50.5			120
Proportion of courses in English over all semesters based on WSH / ECTS	100%			100%
Proportion of eLearning units over all semesters based on WSH / ECTS	18.42%			15.83%

## 2.3 Module descriptions Part-time

Module number: GL SKVM	Basics SKVM	Scope:	
		16	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management Part-time		
Position in the cur-	1st semester		
Level	1st semester: 1. Master study cycle		
Previous knowledge	1st semester: not specified		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Sports Science &amp; Sports Management /ILV / Course no.: bb.GL.1 / 1st semester / ECTS: 4</u> Burk, V. and Fahrner, M. (publisher) (2020). Einführung in die Sportwissenschaft. Konstanz: UTB. Houlihan, B. and Green, M. (Eds.) (2012). Routledge Handbook of Sports Development. London: Routledge. Hoye, R., Smith, A., Nicholson, M., and Stewart, B. (2015). Sport management: principles and applications. London: Routledge. Hylton, K. (2013). Sport Development: Policy, Process and Practice. 3rd ed. London: Routledge. Li, M., Macintosh, E.W. and Bravo, G.A. (2012). International Sport Management. IL: Human Kinetics. Schütte, N. (2016). Grundwissen Sportmanagement. Stuttgart: UTB		
	<u>Cultural Studies &amp; Cultural Management /ILV / Course no.: bb.GL.2 / 1st semester / ECTS: 4</u> Assmann, A. (2017), Einführung in die Kulturwissenschaft: Grundbegriffe, Themen, Fragestellungen; Darmstadt Dätsch, C. (2018) (Hg.), Kulturelle Übersetzer, Bielefeld. Hoppe, Bernhard M. / Heinze, Thomas (2016): Einführung in das Kulturmanagement, Springer VS Lang, S. (2015): Partizipatives Kulturmanagement. Interdisziplinäre Verhandlungen zwischen Kunst, Kultur und Öffentlichkeit; Wiesbaden Mörsch, Carmen (2009): Am Kreuzungspunkt von vier Diskursen, in: dies., Kunstvermittlung 2, Berlin/Zürich: diaphanes, pp 9-33. Teissl, V./Seltenheim, K. (2017): Kulturtourismus in Tirol. Chancen und Widerstände in einer Alpenregion, Bielefeld.		
	<u>Event Sciences &amp; Event Management /ILV / Course no.: bb.GL.3 / 1st semester / ECTS: 4</u> Andrews, H. and Leopold, T. (2013). Events and The Social Sciences. London, Taylor and Francis Ltd. Eisemann, U., Winnen, L. and Wrobel, A. (2014). Praxisorientiertes Eventmanagement: Events erfolgreich planen, umsetzen und bewerten. Getz, D. and Page, S. (2019). Event studies: Theory, research and policy for planned events. 4th ed. London, Routledge. Jäger, D. (2018). Grundwissen Eventmanagement. 3rd edition utb GmbH, Stuttgart. Sakschewski, T. and Siegfried, P. (2017). Veranstaltungsmanagement: Märkte, Aufgaben und Akteure. Wiesbaden, Springer Gabler. Shone, A. and Parry, B. (2019). Successful event management: A practical hand-book. 5th ed. USA, Cengage Learning		



Literature recommendation	<p><u>Budgeting and Controlling /ILV / Course no.: bb.GL.4 / 1st semester / ECTS: 4</u></p> <p>Horvath, P. (2015): Controlling, 13. Fully revised edition, Vahlen Verlag München          Weber, J. (2016): Einführung in das Controlling, 15th revised edition Schaeffer Poeschel Verlag Stuttgart          Kaplan, P.; Norton P. (2018): Balanced Scorecard: Strategien erfolgreich umsetzen 1st edition Schaeffer Poeschel Verlag Stuttgart          Stelling, J. (2008): Kostenmanagement und Controlling Oldenbourg Verlag München Wien          Gleich R.; Kappes, M.; Leyk, J (2019): Planung, Budgetierung und Forecast 1st edition Haufe Verlag Freiburg</p>
Skills acquisition	<p><u>Sports Science &amp; Sports Management /ILV / Course no.: bb.GL.1 / 1st semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Students can systematically present the current developments in sport.</li> <li>- Students understand the basic mechanisms of developmental dynamics in sport and can describe the central strategies for dealing with them.</li> <li>- Students are able to develop strategies for dealing with the developmental dynamics in sport in different fields and to justify and evaluate them.</li> </ul>
	<p><u>Cultural Studies &amp; Cultural Management /ILV / Course no.: bb.GL.2 / 1st semester / ECTS: 4</u></p> <p>The students:</p> <ul style="list-style-type: none"> <li>- are aware of the structures and functioning of the cultural sector.</li> <li>- can differentiate between the objectives on the basis of sponsorships and describe those of the divisional companies.</li> <li>- can classify the roles of the central actors (artists, curators, mediators, financiers, audience)</li> <li>- can distinguish between cultural and social theoretical contexts and practice their implementation</li> <li>- are proficient in interface management.</li> <li>- are able to understand the functions of cultural institutions and discuss the requirements.</li> <li>- act responsibly with regard to human rights, program mediation and marketing.</li> <li>- are able to take a solution-oriented approach to problems of cultural management.</li> </ul>
	<p><u>Event Sciences &amp; Event Management /ILV / Course no.: bb.GL.3 / 1st semester / ECTS: 4</u></p> <p>The students are able to:</p> <ul style="list-style-type: none"> <li>- explain the different types of events, framework conditions, structures, actors and tools of modern event management.</li> <li>- identify and analyze fundamental problems in event management and develop possible solutions.</li> <li>- recognize the connection between social science approaches and event management.</li> <li>- deal with complex issues and interpret and evaluate information.</li> <li>- develop their social and personal skills as well as their critical analysis behavior, discourse skills and presentation and moderation skills through group work and interactive teaching conversations</li> </ul>
	<p><u>Budgeting and Controlling /ILV / Course no.: bb.GL.4 / 1st semester / ECTS: 4</u></p> <p>Students are aware of the most important approaches to cost management and monitoring as management functions, especially with regard to SMEs and the sports, cultural and event sector.</p> <p>The students are able to:</p> <ul style="list-style-type: none"> <li>- carry out project management tasks independently,</li> <li>- analyze cost and income statements,</li> <li>- apply the main planning and monitoring systems,</li> <li>- perform direct costing and break-even analyses,</li> <li>- calculate contribution margin calculations,</li> <li>- perform overhead cost value analyses and</li> <li>- identify and analyze key figure systems.</li> </ul>

Course contents	<u>Sports Science &amp; Sports Management /ILV / Course no.: bb.GL.1 / 1st semester / ECTS: 4</u> <ul style="list-style-type: none"> <li>- Introduction to the science of sport</li> <li>- Basic theories and concepts of sports management</li> <li>- Special features of management in popular and competitive sport</li> <li>- Different organizational structures and cultures in sport and their interrelationships</li> <li>- Basic development dynamics in sport (modernization, individualization, pluralization, commercialization, professionalization, technologization, mediatization, globalization)</li> </ul>
	<u>Cultural Studies &amp; Cultural Management /ILV / Course no.: bb.GL.2 / 1st semester / ECTS: 4</u> <ul style="list-style-type: none"> <li>- Basic concepts and structures of the cultural sector</li> <li>- Cultural mediation, cultural sociology and cultural education</li> <li>- Interface management</li> <li>- Internationalization</li> </ul>

Course contents	<p><u>Event Sciences &amp; Event Management /ILV / Course no.: bb.GL.3 / 1st semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Concept and types of events, planning models and stages</li> <li>- Social science approaches in event management</li> <li>- Internal and external influences on event management</li> <li>- Actors and stakeholders in event management</li> <li>- Risk management</li> <li>- Event implementation and logistics</li> <li>- Event evaluation</li> </ul>
	<p><u>Budgeting and Controlling /ILV / Course no.: bb.GL.4 / 1st semester / ECTS: 4</u></p> <p>Based on the approaches to value-based controlling, the course briefly classifies the importance of proven tools</p> <ul style="list-style-type: none"> <li>- Zero based budgeting,</li> <li>- Performance measurement</li> <li>- Contribution margin accounting.</li> </ul> <p>The following will be demonstrated:</p> <ul style="list-style-type: none"> <li>- Basics of budget planning</li> <li>- Classification in the planning process</li> <li>- Evaluation of the company and project success</li> <li>- Target-performance comparisons</li> <li>- Key figure control</li> </ul>
Teaching and learning methods	<p><u>Sports Science &amp; Sports Management /ILV / Course no.: bb.GL.1 / 1st semester / ECTS: 4</u></p> <p>Integrated course</p>
	<p><u>Cultural Studies &amp; Cultural Management /ILV / Course no.: bb.GL.2 / 1st semester / ECTS: 4</u></p> <p>Integrated course</p>
	<p><u>Event Sciences &amp; Event Management /ILV / Course no.: bb.GL.3 / 1st semester / ECTS: 4</u></p> <p>Integrated course</p>
	<p><u>Budgeting and Controlling /ILV / Course no.: bb.GL.4 / 1st semester / ECTS: 4</u></p> <p>Integrated course</p>
	<p><u>Sports Science &amp; Sports Management /ILV / Course no.: bb.GL.1 / 1st semester / ECTS: 4</u></p> <p>Written exam</p>
	<p><u>Cultural Studies &amp; Cultural Management /ILV / Course no.: bb.GL.2 / 1st semester / ECTS: 4</u></p> <p>Written exam</p>
Evaluation Methods Criteria	<p><u>Event Sciences &amp; Event Management /ILV / Course no.: bb.GL.3 / 1st semester / ECTS: 4</u></p> <p>Seminar thesis</p>
	<p><u>Budgeting and Controlling /ILV / Course no.: bb.GL.4 / 1st semester / ECTS: 4</u></p> <p>Written exam</p>

Module number: VT SKVM	Advanced SKVM	Scope:	
		21	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management Part-time		
Position in the curriculum	1st semester		
	2nd semester		
	3rd semester		
Level	1st semester: 1. Study cycle, Master / 2nd semester: 1. Study cycle, Master / 3rd semester: 1. Master study cycle		
Previous knowledge	1st semester: not specified / 2nd semester: not specified / 3rd semester: not specified		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Event Design &amp; Experience /SE / Course no.: bb.VT.1 / 1st semester / ECTS: 3</u> Bischof, R. (2008): Event-Marketing. Cornelsen Verlag; Blättler, A.; Gassert, D.; Parikka-Hug, S.; Ronsdorf, M. (2010): Intermediale Inszenierungen im Zeitalter der Digitalisierung. transcript Verlag; Geißlinger, H.; Raab, St. (2011): Strategische Inszenierung. Carl-Auer Verlag; Kleine Wieskamp, P. (2016): Storytelling, Carl Hanser Verlag Mikunda, C. (2011): Der verbotene Ort oder Die inszenierte Verführung. Mi-Wirtschaftsbuch Urthaler, D. (2010): Unvergessliche Veranstaltungen – Dramaturgie und Inszenierung von Events. VDM Verlag;		
	<u>Sports &amp; Cultural Policy /ILV / Course no.: bb.VT.2 / 1st semester / ECTS: 3</u> Hampel, A. (2005). Fair Cooperation. Partnerschaftliche Zusammenarbeit in der auswärtigen Kulturpolitik. Wiesbaden: Springer Henry, I. & Ko, L.-M. (2014). Routledge Handbook of Sport Policy. London: Routledge. Höfing, W., Horst, J. and Nolte, M. (2018) Good Governance in Sports. Tübingen: Mohr Siebeck Konrad, H. (2011). Kulturpolitik: eine interdisziplinäre Einführung, Vienna. Mittag, J. & Nieland, J.-U. (2020). Sportpolitik. Wiesbaden: Springer Schad, A. (2018). Cultural Governance in Österreich. Bielefeld: transcript		
	<u>SCEM in the Urban Context (E) /ILV /Course no.: bb.VT.3 / 1st semester / ECTS: 3</u> Cudny, W. (2020). Urban Events, Place Branding and Promotion: Place Event Marketing. Oxon: Routledge: Landry, C. (2015). Cities of Ambition. Bern, Comedia Schneider, W. and Jacobsen, K. (2019). Transforming Cities: Paradigms and potential for urban development within the "European Capital of Culture". Hildesheim, Georg Olmes Verlag AG. Smith, A. (2016). Events in the city: Using public spaces as event venues. London, Routledge. Terret, R. and Heck, S. (2015). Sport and urban space in Europe: facilities, industries, identities. London, Taylor & Francis Viehoff, V. and Poynter, G. (2015). Mega-event cities: urban legacies of global sports events. London, Routledge.		

	<p><u>Critical Thinking in SKVM /ILV / Course no.: bb.VT.4 / 2nd semester / ECTS: 3</u></p> <p>Assmann, A. (2017). Menschenrechte und Menschenpflichten; Schlüsselbegriffe für eine humane Gesellschaft, Vienna</p> <p>Leisink, P., Boselie, P., Hosking, D. M., &amp; van Bottenburg, M. (Eds.) (2013). Managing social issues: a public values perspective. Northampton, MA: Edward Elgar Publishing</p> <p>Keys, B. (2019). The Ideals of Global Sport: From Peace to Human Rights. Pennsylvania (USA), University of Pennsylvania Press,</p> <p>Journals:        Journal of Management Value and Ethics        Gender in Management        Journal of Critical Media Studies</p> <hr/> <p><u>Public relations in SKVM /SE / Course no.: bb.VT.5 / 3rd semester / ECTS: 5</u></p> <p>Gunning, E. (2019): Public Relations: a practical approach, Red Globe Press</p> <p>Deg, R. (2017): Basic Public Relations, Springer Fachmedien Wiesbaden GmbH</p> <p>Elleström, L. (2010): Media borders, multimodality and intermediality. Palgrave Macmillan.</p> <p>Flechtker, B. (2006) Intercultural media training in Europe: Handbuch für TrainerInnen,</p> <hr/> <p><u>Sustainability (E) /ILV / Course no.: bb.VT.6 / 3rd semester / ECTS: 4</u></p> <p>Hedstrom, G. (2018): Sustainability: What is it and how to Measure it. De Gruyter</p> <p>Razaq Raj R., Musgrave, J. (2009): Event Management and Sustainability. MPG Books</p> <p>Savery. J. (2011): Sustainability and Sport. Common Ground Publishing</p> <p>Wirtenberg, J. (2014): Building a Culture for Sustainability: People, Planet, and Profits in a New Green Economy. Praeger</p>
Skills acquisition	<p><u>Event Design &amp; Experience /SE / Course no.: bb.VT.1 / 1st semester / ECTS: 3</u></p> <p>The students deal with the creation of events. They understand what measures are taken to stage events and are familiar with the technical options for implementing the creative goals. Students develop a market and customer-oriented way of thinking and are familiar with the process of task and time-driven work.</p> <p>The students can actively participate in group discussions and problem-solving. They develop creativity and motivation.</p> <p>They can take up critical questions, process them and deal with them adequately using communicative and emotional intelligence.</p> <hr/> <p><u>Sports &amp; Cultural Policy /ILV / Course no.: bb.VT.2 / 1st semester / ECTS: 3</u></p> <p>The students:</p> <ul style="list-style-type: none"> <li>- can present, interpret and discuss the origins, structures and intended effects of Sports &amp; Cultural Policy in the German-speaking world.</li> <li>- can identify the most important legal and institutional bases of Sports &amp; Cultural Policy.</li> <li>- can present and critically reflect the institutional and socio-political contexts of European and international Sports &amp; Cultural Policy.</li> </ul> <hr/> <p><u>SCEM in the Urban Context (E) /ILV /Course no.: bb.VT.3 / 1st semester / ECTS: 3</u></p> <p>Students are able to:</p> <ul style="list-style-type: none"> <li>- develop an interdisciplinary and critical perspective on how cities use sport, culture and events for location promotion, economic development and municipal development.</li> <li>- understand and critically question the significance of cultural policy initiatives (e.g. European Capital of Culture).</li> <li>- develop solutions in teams.</li> <li>- process and analyze information, to present it and defend it with arguments.</li> </ul>

	<p><u>Critical Thinking in SKVM /ILV / Course no.: bb.VT.4 / 2nd semester / ECTS: 3</u></p> <p>The students:</p> <ul style="list-style-type: none"> <li>- can present, critically question and discuss the social impact of sports, cultural and events.</li> <li>- identify aspects including the importance of human rights for sport, culture and event management.</li> <li>- can evaluate and apply contemporary management strategies.</li> <li>- analyze the social consequences of digitization in sports, culture and event management.</li> <li>- develop standards for the critical evaluation of social and technological developments.</li> <li>- discuss ethical challenges of sports, culture and event management.</li> <li>- develop a sense of responsibility and basic intercultural skills.</li> </ul>
	<p><u>Public relations in SKVM /SE / Course no.: bb.VT.5 / 3rd semester / ECTS: 5</u></p> <p>The students will become familiar with the innovative use of media and their function within project processes. They will master the strategies of action in speaking, writing and visual acting. They know the various media formats and texts and can assign them accordingly.</p> <p>Using presentations, students develop a confident, trustworthy and convincing appearance. Students use clear, unambiguous language and can deal with terms precisely. The ability to discuss is established and critical engagement with different media contents is learned.</p>
	<p><u>Sustainability (E) /ILV / Course no.: bb.VT.6 / 3rd semester / ECTS: 4</u></p> <p>The students know:</p> <ul style="list-style-type: none"> <li>- the principle of sustainability</li> <li>- the 3-pillar model</li> <li>- the demarcations or overlaps with corporate social responsibility</li> <li>- the current sustainability debates</li> </ul> <p>Students distinguish between:</p> <ul style="list-style-type: none"> <li>- different concepts of sustainability</li> <li>- the different goals and orientations of sustainability both in the economic and social context</li> </ul>
<p>Course contents</p>	<p><u>Event Design &amp; Experience /SE / Course no.: bb.VT.1 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- What is dramaturgy? (The inner construction form - with a focus on storytelling; storytelling from a neuroscientific perspective; the outer construction form; dramaturgical construction forms with regard to suspense)</li> <li>- The staging (transmedia storytelling; creativity techniques for event staging; the practical development of a staging based on group exercises; the staging options of the event manager)</li> <li>- The script</li> <li>- New forms of event staging - Events 2.0 (The emergence of new event forms; social media marketing as an event tool)</li> <li>- Other interactive events 2.0 tools</li> </ul>

Course contents	<p><u>Sports &amp; Cultural Policy /ILV / Course no.: bb.VT.2 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- Legal and institutional framework of Sports &amp; Cultural Policy</li> <li>- Central actors and decision-making structures</li> <li>- European and international structures / institutions of Sports &amp; Cultural Policy</li> <li>- Current developments in Sports &amp; Cultural Policy</li> </ul>
	<p><u>SCEM in the Urban Context (E) /ILV /Course no.: bb.VT.3 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- The influence of urban events on the image of the location</li> <li>The concept of eventification and eventization and its effects on urban space and urban development</li> <li>- The significance of urban events, culture and sport for city marketing, branding of cities and spatial identity</li> <li>- The influence of sport on the transformation of urban space and revitalization in urban development</li> <li>- Cultural policy initiatives (e.g. European Capital of Culture) and the challenges and opportunities they present</li> <li>- Application processes and selection procedures for cultural policy initiatives</li> </ul>
	<p><u>Critical Thinking in SKVM /ILV / Course no.: bb.VT.4 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- Human rights as a managerial matrix (e.g. accessibility, participation, promotion of the equality of all peoples)</li> <li>- Dimensions of diversity (including gender), representation and audience development in management strategies</li> <li>- Development and effects of communication and information technologies on sports, culture and event management</li> <li>- Changes in working environments and markets in the sports, culture and event sector</li> <li>- Power relations and social preconditions of central stakeholders</li> </ul>
	<p><u>Public relations in SKVM /SE / Course no.: bb.VT.5 / 3rd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> <li>- Presentation of basic texts on how to deal with media</li> <li>- Iconography and oral traditions</li> <li>- Historical understanding of writing</li> <li>- Writing press releases, announcement texts (flyers, posters, brochures, etc.)</li> <li>- Speaking freely (radio, television, company videos, etc.), lecture speaking, welcoming speeches, presentation</li> <li>- Innovative distribution of ideas as skills acquisition in scientific education</li> </ul>
	<p><u>Sustainability (E) /ILV / Course no.: bb.VT.6 / 3rd semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Sustainability concepts from the perspectives of various stakeholders in the field of sports and cultural events (states, municipalities, authorities, federations, environment, population, employers and employees, etc.)</li> <li>- Impact of events on participants, regions, politics, etc.</li> <li>- Current political debate on the problem of global warming</li> <li>- Tools of constant quality management, process management and project management with a focus on comprehensive sustainability efforts</li> </ul>
Teaching and learning methods	<p><u>Event Design &amp; Experience /SE / Course no.: bb.VT.1 / 1st semester / ECTS: 3</u></p>
	<p>Seminar</p>
	<p><u>Sports &amp; Cultural Policy /ILV / Course no.: bb.VT.2 / 1st semester / ECTS: 3</u></p> <p>Integrated course</p>

	<p><u>SCEM in the Urban Context (E) /ILV /Course no.: bb.VT.3 / 1st semester / ECTS: 3</u></p> <p>Integrated course</p>
	<p><u>Critical Thinking in SKVM /ILV / Course no.: bb.VT.4 / 2nd semester / ECTS: 3</u></p> <p>Integrated course</p>
	<p><u>Public relations in SKVM /SE / Course no.: bb.VT.5 / 3rd semester / ECTS: 5</u></p> <p>Seminar</p>
	<p><u>Sustainability (E) /ILV / Course no.: bb.VT.6 / 3rd semester / ECTS: 4</u></p> <p>Integrated course</p>
Evaluation Methods Criteria	<p><u>Event Design &amp; Experience /SE / Course no.: bb.VT.1 / 1st semester / ECTS: 3</u></p> <p>Written exam</p>
	<p><u>Sports &amp; Cultural Policy /ILV / Course no.: bb.VT.2 / 1st semester / ECTS: 3</u></p> <p>Seminar thesis</p>
	<p><u>SCEM in the Urban Context (E) /ILV /Course no.: bb.VT.3 / 1st semester / ECTS: 3</u></p> <p>Presentation</p>
	<p><u>Critical Thinking in SKVM /ILV / Course no.: bb.VT.4 / 2nd semester / ECTS: 3</u></p> <p>Seminar thesis</p>
	<p><u>Public relations in SKVM /SE / Course no.: bb.VT.5 / 3rd semester / ECTS: 5</u></p> <p>Written exam</p>
	<p><u>Sustainability (E) /ILV / Course no.: bb.VT.6 / 3rd semester / ECTS: 4</u></p> <p>Written exam</p>



Module number: FS SKVM	Leadership and Social Skills SKVM	Scope:	
		20	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management Part-time		
Position in the curriculum	1st semester		
	2nd semester		
	4th semester		
Level	1st semester: 1. Study cycle, Master / 2nd semester: 1. Study cycle, Master / 4th semester: 1. Master study cycle		
Previous knowledge	1st semester: not specified / 2nd semester: not specified / 4th semester: not specified		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Team Building /UE / Course no.: bb.FS.1 / 1st semester / ECTS: 3</u> Belbin, R. (2010): Management Teams: Why they succeed or fail. Elsevier Science and Technology Garner, E. (2012): Teambuilding: How to turn uncohesive groups into productive teams. Eric Garner & Ventus Publishing ApS Katzenbach, J., Smith, D. (2006): The wisdom of Teams: Creating the High Performance Organization, Harper Business; Leutenberg, E. (2008): The successful Teambuilding Workbook: Self Assessments, Exercises & educational Handouts, Whole Person Ass.,; Paul, J. (2006): Social Events: Wertewandel in der Eventbranche, VDM Thomas, A., Stumpf, S. (2003): Teamarbeit und Teamentwicklung, Hogrefe;		
	<u>Strategic Human Resource Management (E) /ILV / Course no.: bb.FS.2 / 1st semester / ECTS: 2</u> Bailey, C. and Mankin, D. (2018). Strategic Human Resource Management. 2nd ed. Oxford, Oxford University Press. Mensi-Klarbach and Risberg, An. (2019). Diversity in Organizations: Concepts and Practices. London, Red Globe Press. Rees, G. (2002) and Smith, P. (2017). Strategic Human Resource Management: An international perspective. 2nd ed. London: SAGE Publications Ltd. Sparkman, R. (2018). Strategic Workforce Planning: Developing optimized talent strategies for future growth. London, Kogan Page.		
	<u>Study trip /ILV / Course no.: bb.FS.3 / 2nd semester / ECTS: 3</u> Richards, G., Palmer, R. (2010): Eventful cities: cultural management and urban revitalisation. Butterworth-Heinemann. Amsterdam. Thomas, A. (2003): Handbuch Interkulturelle Kommunikation und Kooperation. Volume 1: Grundlagen und Praxisfelder. Göttingen, Vandenhoeck and Ruprecht Thomas, A. (2003): Handbuch Interkulturelle Kommunikation und Kooperation. Volume 2: Länder, Kulturen und interkulturelle Berufstätigkeit. Göttingen, Vandenhoeck and Ruprecht		

	<p><u>Digital Marketing (E) /ILV / Course no.: bb.FS.4 / 2nd semester / ECTS: 3</u></p> <p>Chaffey, D. and Ellis-Chadwick, F. (2019): Digital Marketing. 7th edition. UK: Pearson Education Limited.</p> <p>Kingsnorth, S. (2019): Digital Marketing Strategy: An integrated approach to online marketing. 2nd edition. Kogan Page.</p> <p>Kotler, P.; Armstrong, G.; Harris, L. C. &amp; Piercy, N. (2016): Principles of Marketing. 7th European Edition. UK: Pearson Education Limited.</p> <p>Krug, St. (2013): Don't Make Me Think: A Common Sense Approach to Web Usability. 3rd edition. New Riders.</p> <p>Tavsan, N. &amp; Erdem, C. (2018): Customer Experience Management: How to Design, Integrate, Measure and Lead. Tasora Books.</p> <hr/> <p><u>Strategic &amp; Innovation Management (E) /ILV / LV-Nr: bb.FS.5 / 2.Semester / ECTS: 3</u></p> <p>Kaplan, Robert S., &amp; Norton, David P. (1996). Using the balanced scorecard as a strategic management system. Harvard Business Review, (July-August 2007), 150-161.</p> <p>Kim, W. Chan., &amp; Mauborgne, Renée (2004). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. Harvard Business Review, (October 2004), 76-84.</p> <p>Porter, Michael E. (1996). What is Strategy? Harvard Business Review, (November-December 1996), 61-78.</p> <p>Porter, Michael E. (2008). The five competitive forces that shape strategy. Harvard Business Review, (January 2008), 78-93.</p> <p>Porter, Michael E. (1980). Generic Competitive Strategies. In Competitive Strategy - Techniques for Analyzing Industries and Competitors (pp. 34-46). New York, NY: Free Press.</p>
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<p>Literature recommendation</p>	<p><u>Leadership Skills (E) /ILV / LV-Nr: bb.FS.6 / 4.Semester / ECTS: 3</u>                  Northhouse, Peter G. (2019) Leadership, Theory &amp; Practice, 8th. Thousand Oaks, California. Sage Publications, Inc.                  Northhouse, Peter G. (2015) Introduction to Leadership: Concepts and Practice. Thousand Oaks, California. Sage Publications, Inc.                  Harvard Business Review Press. (2011) HBR's 10 Must Reads on Leadership. Boston, Massachusetts. Har                  Price, J. (2017). The construction of cultural leadership. ENCATC Journal of Cultural Management &amp; Policy, 7 (1). pp. 5-16. ISSN 2224-2554</p> <p>Journals:</p> <p><u>Recht /ILV / LV-Nr: bb.FS.7 / 4.Semester / ECTS: 3</u>                  Vögl, K. (2019): Praxishandbuch Veranstaltungsrecht: Vertragsfragen, Jugend-schutz &amp; Steuern; Landesgesetze, Veranstaltungsstätten &amp; Baurecht; Arbeits-recht, Public Viewing &amp; Urheberrecht. LexisNexis-Verl. ARD Orac, Wien.</p>
<p>Skills acquisition</p>	<p><u>Team Building /UE / Course no.: bb.FS.1 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- Students distinguish between different teambuilding phases.</li> <li>- They draw conclusions on the prevailing problem structures and analyze necessary courses of action based on specific example situations.</li> </ul> <p>They are familiar with:</p> <ul style="list-style-type: none"> <li>- specific team roles</li> <li>- their implications</li> <li>- developments in the various teambuilding phases</li> <li>- action alternatives</li> </ul> <p>They apply:</p> <ul style="list-style-type: none"> <li>- learning by experience</li> <li>- reflection</li> <li>- discursive exchange</li> </ul> <p>They learn:</p> <ul style="list-style-type: none"> <li>- empathy</li> <li>- ability to deal with conflict</li> <li>- discussion and argumentation skills</li> <li>- persuasive abilities</li> <li>- sense of responsibility</li> <li>- self-assertion</li> </ul> <p><u>Strategic Human Resource Management (E) /ILV / Course no.: bb.FS.2 / 1st semester / ECTS: 2</u></p> <p>Students are able to:</p> <ul style="list-style-type: none"> <li>- understand the scope and changing role of strategic human resources management and the interaction between strategic human resources management and performance</li> <li>- identify and evaluate the complex HR-related problems that companies face in a globalized economy and develop knowledge of the various strategies for dealing with these problems.</li> <li>- develop a strengthened ability to discuss, clearly articulate and present arguments and ideas</li> <li>- understand their cognitive skills, understand concepts and relate them to practice, such as gathering relevant information, identifying problems and finding appropriate solutions.</li> <li>- analyze and synthesize information.</li> </ul>

	<p><u>Study trip /ILV / Course no.: bb.FS.3 / 2nd semester / ECTS: 3</u></p> <p>The students choose a destination that fits the degree program independently. They clarify socio-cultural and economic facts and figures of the target region. They design the program:</p> <ul style="list-style-type: none"><li>- with a focus on sports, cultural and event management</li><li>- company visits</li><li>- meetings with cooperations, NGOs, embassies, foreign trade centres, etc. They identify:</li><li>- major social and cultural trends in the region concerned</li><li>- economic developments in the region concerned</li><li>- political challenges in the region concerned</li></ul> <p>They acquire:</p> <ul style="list-style-type: none"><li>- intercultural skills</li><li>- discussion skills</li><li>- organizational skills</li></ul>
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Skills acquisition	<p><u>Digital Marketing (E) /ILV / Course no.: bb.FS.4 / 2nd semester / ECTS: 3</u></p> <p>The students can:</p> <ul style="list-style-type: none"> <li>- understand the challenges of integrated marketing communication for companies</li> <li>- design and implement digital marketing strategies</li> </ul> <p>They reassess marketing budgets:</p> <ul style="list-style-type: none"> <li>- Target Groups</li> <li>- Efficiency</li> <li>- Reach</li> <li>- Output</li> </ul> <p>Students can:</p> <ul style="list-style-type: none"> <li>- respond to digital challenges</li> <li>- understand cause-effect relationships</li> <li>- assess and question their own actions</li> </ul>
	<p><u>Strategic &amp; Innovation Management (E) /ILV / Course no.: bb.FS.5 / 2nd semester / ECTS: 3</u></p> <p>The students:</p> <ul style="list-style-type: none"> <li>- have basic knowledge of the concept of strategy and strategic management in general business life.</li> <li>- are able to distinguish between the key concepts in the focus of an organization</li> <li>- mission, vision and strategy.</li> <li>- are able to demonstrate the knowledge and applications of several well-known developmental, analytical and strategic frameworks and demonstrate their application to the analysis, assessment and evaluation of different situations.</li> <li>- have the ability to select and apply the lessons learned in problem solving and synthesize solutions to scenarios related to the management of sport, culture and events</li> </ul>
	<p><u>Leadership Skills (E) /ILV / Course no.: bb.FS.6 / 4th semester / ECTS: 3</u></p> <p>The students:</p> <ul style="list-style-type: none"> <li>- gain an understanding of the development of the general leadership concept, different basic approaches to leadership and different threshold approaches to leadership</li> <li>- can critically examine their individual views and approaches to leadership.</li> <li>- gain the ability to apply their emotional intelligence in leadership situations.</li> <li>- know the most important particularities in the management of sports, cultural and event organizations.</li> </ul>
	<p><u>Law /ILV / Course no.: bb.FS.7 / 4th semester / ECTS: 3</u></p> <p>The students are familiar with the basic areas of knowledge of Austrian event law:</p> <ul style="list-style-type: none"> <li>- Legal terminology</li> <li>- Types of events and their legal consequences</li> <li>- Legal sources and interpretation</li> <li>- Liability regulations and insurance</li> <li>- Contract design</li> <li>- Labor law basics</li> <li>- Tax law</li> <li>- Official approvals</li> </ul> <p>Students recognize legal risk-relevant implications and subsume facts under legal sources. In addition, they have knowledge of the various legal bases, e.g. URG, DSGVO and distinguish their areas of application.</p>

Course contents	<p><u>Team Building /UE / Course no.: bb.FS.1 / 1st semester / ECTS: 3</u></p> <p>The course combines experiential learning through outdoor and indoor parts with stimulating lectures and reflection.</p> <p>The following is covered:</p> <ul style="list-style-type: none"> <li>- the development of teams in their composition</li> <li>- target perspectives and risks</li> <li>- leadership in the team</li> <li>- organization of cooperation</li> <li>- social coherence</li> <li>- the allocation and assessment of roles</li> <li>- conflict potentials including causes and solutions</li> </ul>
	<p><u>Strategic Human Resource Management (E) /ILV / Course no.: bb.FS.2 / 1st semester / ECTS: 2</u></p> <p>The course covers a range of topics relevant to the field of strategic talent management, such as hard and soft concepts of human resource management, modern organizational models and their significance for corporate culture, external influences on strategic human resource management, the role of flexible and mobile forms of work, traditional and innovative compensation approaches, career and talent management and/or diversity and equal opportunities in companies.</p>

Course contents	<p><u>Study trip /ILV / Course no.: bb.FS.3 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- Planning, organization and implementation of the program</li> <li>- Meetings and discussions with experts in sports, culture and event management</li> <li>- Visits to international institutions such as: Embassies, foreign trade centers of the WKÖ or Goethe Institute.</li> <li>- Participation in courses at partner universities</li> <li>- The development of teams in their compositions</li> </ul>
	<p><u>Digital Marketing (E) /ILV / Course no.: bb.FS.4 / 2nd semester / ECTS: 3</u></p> <p>The course highlights:</p> <ul style="list-style-type: none"> <li>- overview of the digital marketing tools available on the market</li> <li>- the basic conditions for the use of digital marketing</li> <li>- the special challenges regarding interaction and fast-moving times in digital marketing.</li> </ul> <p>Using case studies, current best practice digital marketing campaigns will be discussed and personal marketing concepts will be designed.</p>
	<p><u>Strategic &amp; Innovation Management (E) /ILV / Course no.: bb.FS.5 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- Basic concepts of strategy and strategic innovation (general strategy)</li> <li>- Key concepts of strategic positioning and general competitive-strategic framework for industry analysis. (Michael Porter)</li> <li>- Innovation strategy for the creation of unique products, services and market positions (Blue Ocean Strategy)</li> <li>- Tools for translating the strategic vision into organizational action (including Balanced Scorecard)</li> </ul>
	<p><u>Leadership Skills (E) /ILV / Course no.: bb.FS.6 / 4th semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- Basic concepts and elements of leadership in a modern business environment - Basic approaches to leadership (characteristics, skills, behavior and situational leadership)</li> <li>- New approaches to leadership (Authentic Leadership, Servant Leadership)</li> <li>- Understanding and naming one's own views and opinions on leadership</li> <li>- Development and application of leadership qualities</li> <li>- Specifics of leadership in sports, cultural and event organizations</li> <li>- Different approaches and understandings of leadership</li> </ul>
	<p><u>Law /ILV / Course no.: bb.FS.7 / 4th semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- Introduction to legal terminology</li> <li>- Event law including different types of events</li> <li>- Labor law</li> <li>- Copyright law</li> <li>- Liability</li> <li>- Legal consequences</li> <li>- Building regulations</li> <li>- Authorities</li> <li>- Laws, ordinances, requirements</li> </ul>

Teaching and learning methods	<u>Team Building /UE / Course no.: bb.FS.1 / 1st semester / ECTS: 3</u>
	Tutorial
	<u>Strategic Human Resource Management (E) /ILV / Course no.: bb.FS.2 / 1st semester / ECTS: 2</u>
	Integrated course
	<u>Study trip /ILV / Course no.: bb.FS.3 / 2nd semester / ECTS: 3</u>
	Integrated course
	<u>Digital Marketing (E) /ILV / Course no.: bb.FS.4 / 2nd semester / ECTS: 3</u>
	Integrated course
	<u>Strategic &amp; Innovation Management (E) /ILV / Course no.: bb.FS.5 / 2nd semester / ECTS: 3</u>
	Integrated course
	<u>Leadership Skills (E) /ILV / Course no.: bb.FS.6 / 4th semester / ECTS: 3</u>
Integrated course	
<u>Law /ILV / Course no.: bb.FS.7 / 4th semester / ECTS: 3</u>	
Integrated course	
Evaluation Methods Criteria	<u>Team Building /UE / Course no.: bb.FS.1 / 1st semester / ECTS: 3</u>
	Presentation
	<u>Strategic Human Resource Management (E) /ILV / Course no.: bb.FS.2 / 1st semester / ECTS: 2</u>
	Written exam
	<u>Study trip /ILV / Course no.: bb.FS.3 / 2nd semester / ECTS: 3</u>
	Report
	<u>Digital Marketing (E) /ILV / Course no.: bb.FS.4 / 2nd semester / ECTS: 3</u>
	Project, presentation
	<u>Strategic &amp; Innovation Management (E) /ILV / Course no.: bb.FS.5 / 2nd semester / ECTS: 3</u>
	Written exam
	<u>Leadership Skills (E) /ILV / Course no.: bb.FS.6 / 4th semester / ECTS: 3</u>
Written exam	
<u>Law /ILV / Course no.: bb.FS.7 / 4th semester / ECTS: 3</u>	
Written exam	



Module number: PT SKVM	Practice Transfer SKVM	Scope:	
		43	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management Part-time		
Position in the curriculum	2nd semester		
	3rd semester		
	4th semester		
Level	2nd semester: 1. Study cycle, Master / 3rd semester: 1. Study cycle, Master / 4th semester: 1. Master study cycle		
Previous knowledge	2nd semester: not specified / 3rd semester: not specified / 4th semester: not specified		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Practical Project I /PT / Course no.: bb.PT.1 / 2nd semester / ECTS: 4</u> Ahlemann, F. (2013): Strategisches Projektmanagement: Praxisleitfaden, Fallstudien und Trends. Springer Gabler. Berlin Beech, J., Kaiser, S., Kaspar, R. (eds.) (2014): Business of Events Management. Pearson, Harlow Bortoluzzi Dubach, E. (2011): Sponsorship. Der Leitfaden für die Praxis. 5th, updated and expanded edition, Haupt, Bern, Vienna (among others). Fabisch, N. (2013) Fundraising: Spenden, Sponsoring und mehr. Original edition, 3rd, completely revised and expanded ed., Dt. Taschenbuch-Verl., Munich.		
	<u>Research Methods &amp; Evidence-based Management /SE / Course no.: bb.PT.2 / 2nd semester / ECTS: 4</u> Baur, N. and Blasius, J. (Eds.). (2014). Handbuch Methoden der empirischen Sozialforschung. Wiesbaden: Springer Fachmedien Wiesbaden. Bogner, A., Littig, B., and Menz, W. (Hg.) (2009). Das Experteninterview. Theorie, Methode, Anwendung. 3. Basic revised ed., Wiesbaden: Springer VS. Bryman, A. (2012). Social research methods (4. ed.). Oxford u.a: Oxford Univ. Press. Kuckartz, U. (2018). Qualitative Inhaltsanalyse. Methoden, Praxis, Computerunterstützung (4th edition). Weinheim/Basel: Beltz Juventa. Schnell, R. (2018). Methoden der empirischen Sozialforschung. Oldenburg: DeGruyter.		
	<u>Practical Project II /PT / Course no.: bb.PT.3 / 3rd semester / ECTS: 4</u> Ahlemann, F. (2013): Strategisches Projektmanagement: Praxisleitfaden, Fallstudien und Trends. Springer Gabler. Berlin Gatterer H., Wehnelt J., Schibranji G. (2011): Event der Zukunft. Ein Handbuch für das neue Zeitalter der Eventbranche. Publisher: Zukunftsinstitut Österreich GmbH Olfert, K. (2012): Projektmanagement. Herne, Kiehl. Risch-Kerst, M. (2011): Eventrecht kompakt: Ein Lehr- und Praxisbuch mit Beispielen aus dem Konzert- und Kulturbetrieb. Springer Rübner, W. (2009): Professionelles Projektmanagement in Kultur und Event: Baupläne, Kompetenzen, Methoden, Werkzeuge. Businessvillage Steirer W., Matt S., Moser G. (2004): Kulturmanagement leicht gemacht. Der kurze Weg zum Profi. Neuer wissenschaftlicher Verlag Yin, R. (2008): Case Study Research: design and methods. Sage Publ.		

	<p><u>Academic Methods /SE / Course no.: bb.PT.4 / 3rd semester / ECTS: 4</u></p> <p>Brunner, H., Knitel, D., Resinger, P. J., Mader, R. (2015) Leitfaden zur Bachelor- und Masterarbeit: Einführung in wissenschaftliches Arbeiten und berufsfeldbezogenes Forschen an Hochschulen und Universitäten. 3rd edition. Tectum Wissenschaftsverlag.</p> <p>Bryman, A. (2012). Social research methods (4. ed.). Oxford: Oxford Univ. Press.</p> <p>Creswell, J. W. and Creswell, J.D. (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. Sage Publications Ltd.</p> <p>Heesen, B. (2020). Academic writing in APA Style: Writing Academic Papers and Theses in APA style 7th edition. Canada, Prescient.</p> <p>Turabian, K. L. (2013). A manual for writers of research papers, theses, and dissertations: Chicago style for students and researchers. Chicago, IL: University of Chicago Press.</p>
	<p><u>Elective (E) /ILV / Course no.: bb.PT.5 / 3rd semester / ECTS: 3</u></p> <p>Edger, C. and Oddy, R. (2018). 87 Key Models for Event, Venue and Experience (EVE) Managers. UK, Libri Publishing.</p> <p>Kotler, P.; Armstrong, G.; Harris, L. C. &amp; Piercy, N. (2016): Principles of Marketing. 7th European Edition. UK: Pearson Education Limited.</p> <p>Smit, B. &amp; Melissen, F. (2017). Sustainable Customer Experience Design: Co-creating experiences in Events, Tourism and Hospitality. London, Routledge.</p> <p>Van Ruler, B., &amp; Körver, F. (2019). The Communication Strategy Handbook: Toolkit for Creating a Winning Strategy. New York [among others]: Peter Lang.</p>

<p>Literature recommendation</p>	<p><u>Colloquium for the Master thesis /SE / Course no.: bb.PT.6 / 4th semester / ECTS: 2</u>                  Atteslander, P. (2010): Methoden der empirischen Sozialforschung. 13th edition, ESV                  Eco, U. (2010): Wie man eine wissenschaftliche Abschlussarbeit schreibt. 13th edition, C.F. Müller                  Saukko, Paula (2006). Doing research in cultural studies: an introduction to classical and new methodological approaches. Sage Publications Ltd.</p> <hr/> <p><u>Master thesis /SE / Course no.: bb.PT.7 / 4th semester / ECTS: 22</u>                  Atteslander, P. (2010): Methoden der empirischen Sozialforschung. 13th edition, ESV                  Eco, U. (2010): Wie man eine wissenschaftliche Abschlussarbeit schreibt. 13th edition, C.F. Müller                  Saukko, Paula (2006). Doing research in cultural studies: an introduction to classical and new methodological approaches. Sage Publications Ltd.</p>
<p>Skills acquisition</p>	<p><u>Practical Project I /PT / Course no.: bb.PT.1 / 2nd semester / ECTS: 4</u>                  Students gain:                  - sound knowledge of applied project management in the field of sports, culture and events.                  - central knowledge in the fields of conception, planning, implementation and financing of events.                  - abilities to evaluate the achievement of event objectives.                  - well-founded problem-solving approaches and strategies for problems from the economy.                  Students are aware of the importance of:                  - project communication                  - self-organization                  - time management                  - organizational skills                  - stress management and resilience</p> <hr/> <p><u>Research Methods &amp; Evidence-based Management /SE / Course no.: bb.PT.2 / 2nd semester / ECTS: 4</u>                  The students:                  - understand the connection between research practice and fact-based decision-making processes in professional practice.                  - understand the role of basic theoretical assumptions and concepts in the research process.                  - can assess the strengths and areas of application of qualitative and quantitative methods of empirical social research.                  - have mastered the conception of questionnaires and interview guidelines.                  - are able to conduct empirical data collection.                  - know procedures of analog and digital data evaluation.</p>

	<p><u>Practical Project II /PT / Course no.: bb.PT.3 / 3rd semester / ECTS: 4</u></p> <p>Students gain:</p> <ul style="list-style-type: none"> <li>- sound knowledge of applied project management in the field of sports, culture and events.</li> <li>- central knowledge in the fields of conception, planning, implementation and financing of events.</li> <li>- abilities to evaluate the achievement of event objectives.</li> <li>- well-founded problem-solving approaches and strategies for problems from the economy.</li> </ul> <p>Students are aware of the importance of:</p>
	<p><u>Academic Methods /SE / Course no.: bb.PT.4 / 3rd semester / ECTS: 4</u></p> <p>The students are able to:</p> <ul style="list-style-type: none"> <li>- recognize the central features of a research exposé.</li> <li>- independently develop and plan empirical research projects at Master level.</li> <li>- weigh up existing scientific literature according to practical research criteria.</li> <li>- reflect on ethical and practical aspects of their research question.</li> <li>- assess the knowledge potential of qualitative and quantitative methods for answering their research question.</li> <li>- select and justify the best methods for their research design at Master's level.</li> <li>- identify and analyze theoretical and methodological problems of their planned Master thesis and to develop systematic solutions.</li> </ul>

<p>Skills acquisition</p>	<p><u>Elective (E) /ILV / Course no.: bb.PT.5 / 3rd semester / ECTS: 3</u></p> <p>The students can:</p> <ul style="list-style-type: none"> <li>- bring previously-acquired knowledge into the discussions.</li> <li>- question, classify and compare new findings.</li> <li>- appropriately evaluate the activities of experts from business and science.</li> <li>- establish and/or expand contact with the experts and understand both the Austrian and the international market.</li> </ul> <p>Students strengthen their:</p> <ul style="list-style-type: none"> <li>- discussion and argumentation skills</li> <li>- creativity</li> <li>- abilities in task and time-driven work on projects</li> <li>- presentation skills</li> </ul>
	<p><u>Colloquium for the Master thesis /SE / Course no.: bb.PT.6 / 4th semester / ECTS: 2</u></p> <p>Students are able articulate, reflect and discuss problems arising in connection with their Master thesis topics. The exchange is intended to initiate clarification processes and a process of learning from each other.</p>
	<p><u>Master thesis /SE / Course no.: bb.PT.7 / 4th semester / ECTS: 22</u></p> <p>After successfully completing the course, students are able to independently work on and elaborate a subject in the field of sports, culture and event management and to check it with scientific methods.</p>
<p>Course contents</p>	<p><u>Practical Project I /PT / Course no.: bb.PT.1 / 2nd semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Joint kick-off course</li> <li>- Project client briefing</li> <li>- Project development and management</li> <li>- Interim presentations and final presentation</li> <li>- Coaching</li> <li>- Implementation or completion</li> <li>- Support during implementation</li> <li>- Follow-up reporting and documentation</li> <li>- Project presentation</li> </ul>
	<p><u>Research Methods &amp; Evidence-based Management /SE / Course no.: bb.PT.2 / 2nd semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Differences and interfaces of qualitative and quantitative social research</li> <li>- Research design and research planning</li> <li>- Qualitative and quantitative sampling</li> <li>- Tools for qualitative and quantitative data collection</li> <li>- Methods for data evaluation: Qualitative content analysis, factor analysis, regression analysis</li> <li>- Examples of empirical studies in sports, culture and event management</li> </ul>
	<p><u>Practical Project II /PT / Course no.: bb.PT.3 / 3rd semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Joint kick-off course</li> <li>- Project client briefing</li> <li>- Project development and management</li> <li>- Interim presentations and final presentation</li> <li>- Coaching</li> <li>- Implementation or completion</li> <li>- Support during implementation</li> <li>- Follow-up reporting and documentation</li> <li>- Project presentation</li> </ul>

	<p><u>Academic Methods /SE / Course no.: bb.PT.4 / 3rd semester / ECTS: 4</u></p> <ul style="list-style-type: none"><li>- Structure, content and function of research exposés</li><li>- Formulating and contextualizing research questions</li><li>- Interdisciplinarity as an opportunity and challenge</li><li>- Surveying the state of research and systematically weighting literature</li><li>- Finding and contextualizing research gaps</li><li>- Information and knowledge management</li><li>- Adequately selecting and justifying research methods</li><li>- Quality criteria of empirical social science research</li><li>- Research ethics and data protection</li><li>- Scientific writing processes</li></ul>
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Course contents	<p><u>Elective (E) /ILV / Course no.: bb.PT.5 / 3rd semester / ECTS: 3</u></p> <p>Course contents including the following focal points:</p> <ul style="list-style-type: none"> <li>- The future of sport, culture and events in terms of significance</li> <li>- Application of marketing tools in projects</li> <li>- Scientific analysis of marketing campaigns in practice</li> <li>- Current trends in international business in theory and practice</li> <li>- Economic, political and social effects</li> <li>- Industry and R and D activities</li> <li>- Digital developments</li> <li>- Emergence and evaluation of trends, fashions, booms</li> </ul>
	<p><u>Colloquium for the Master thesis /SE / Course no.: bb.PT.6 / 4th semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>- Exchange about problems and their possible methodical solutions accompanying the development of the Master thesis topic</li> <li>- Exchange about literature and processes of writing as a form of research and knowledge acquisition</li> </ul>
	<p><u>Master thesis /SE / Course no.: bb.PT.7 / 4th semester / ECTS: 22</u></p> <p>The Master thesis is a scientific, application and problem-solving oriented written work with a clear reference to the subject areas and specializations of the degree program (Sports, Culture, Event Management, Urban Studies, Destination Management, Venue Management, Leadership Management).</p> <p>The research question is prepared based on a scientific paper - this is done independently and without external help (with the sources and aids indicated). This way of working ensures that the students are able to work on an issue in a scientific and application-oriented manner. During the master's seminar, students are supervised and supported in the preparation of their Master thesis. The search for topics, structure and time planning should be developed independently by the students - this is carried out above all through critical examination of possible questions and hypotheses. The supervisor guides the students throughout this process; scientific methodology and the formal design are discussed within the framework of individual coaching, as are questions of time management.</p>
Teaching and learning methods	<p><u>Practical Project I /PT / Course no.: bb.PT.1 / 2nd semester / ECTS: 4</u></p> <p>Project</p>
	<p><u>Research Methods &amp; Evidence-based Management /SE / Course no.: bb.PT.2 / 2nd semester / ECTS: 4</u></p> <p>Seminar</p>
	<p><u>Practical Project II /PT / Course no.: bb.PT.3 / 3rd semester / ECTS: 4</u></p> <p>Project</p>
	<p>Integrated course</p>
	<p><u>Elective (E) /ILV / Course no.: bb.PT.5 / 3rd semester / ECTS: 3</u></p> <p>Integrated course</p>
	<p><u>Colloquium for the Master thesis /SE / Course no.: bb.PT.6 / 4th semester / ECTS: 2</u></p> <p>Seminar</p>

	<p><u>Master thesis /SE / Course no.: bb.PT.7 / 4th semester / ECTS: 22</u></p> <p>Seminar</p>	
Evaluation Methods Criteria	<p><u>Practical Project I /PT / Course no.: bb.PT.1 / 2nd semester / ECTS: 4</u></p> <p>Project</p>	
	<p><u>Research Methods &amp; Evidence-based Management /SE / Course no.: bb.PT.2 / 2nd semester / ECTS: 4</u></p> <p>Scientific article</p>	
	<p><u>Practical Project II /PT / Course no.: bb.PT.3 / 3rd semester / ECTS: 4</u></p> <p>Project</p>	
	<p><u>Academic Methods /SE / Course no.: bb.PT.4 / 3rd semester / ECTS: 4</u></p> <p>Scientific article</p>	
	<p><u>Elective (E) /ILV / Course no.: bb.PT.5 / 3rd semester / ECTS: 3</u></p> <p>Written exam</p>	
	<p><u>Colloquium for the Master thesis /SE / Course no.: bb.PT.6 / 4th semester / ECTS: 2</u></p> <p>Participation</p>	
	<p><u>Master thesis /SE / Course no.: bb.PT.7 / 4th semester / ECTS: 22</u></p> <p>Master thesis</p>	



Module number: WPK	Culture elective module	Scope:	
		10	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management Part-time		
Position in the curriculum	2nd semester		
	3rd semester		
Level	2nd semester: 1. Study cycle, Master / 3rd semester: 1. Master study cycle		
Previous knowledge	2nd semester: not specified / 3rd semester: not specified		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Festival Management (E) (elective) /SE / Course no.: bb.WPK.1 / 2nd semester / ECTS: 5</u> Newbold, C. and Jordan, J. (ed) (2016). Focus on World Festivals, Oxford: Goodfellow Publishers Filipovic, E. et al (publisher) (2010). The biennial reader, Bergen: Hatje Cantz Verlag Picard, D. and Robinson, M. (2006). Festivals, Tourism and change: Remaking Worlds, Duffy, M. & Mair, J. (2018). Festival Encounters. Theoretical Perspectives on festival events. Valck, M. et al (ed) (2016). Film Festivals: History, Theory, Method, Practice.		
	<u>Technologies of Visitor Experience (E) (elective) /SE / Course no.: bb.WPK.2 / 3rd semester / ECTS: 5</u> Bekele, M., et al. (2018). A Survey of Augmented, Virtual, and Mixed Reality for Cultural Heritage. Journal on Computing and Cultural Heritage, 11(2), 1-36. Turner, P. (2017). A Psychology of User Experience. Involvement, Affect and Aesthetics. Cham: Springer. Simon, N. (2010). The Participatory Museum. Santa Cruz: Museum 2.0. Vermeeren, A., Calvi, L., and Sabiescu, A. (Eds.). (2018). Museum experience design: Crowds, ecosystems and novel technologies. Cham: Springer. Vladimir G. (publisher). (2018). Augmented Reality Art. From an Emerging Technology to a Novel Creative Medium. Cham: Springer.		
Skills acquisition	<u>Festival Management (E) (elective) /SE / Course no.: bb.WPK.1 / 2nd semester / ECTS: 5</u> The students: - can classify the development and characteristics of festivals as a format for cultural production and social encounter. - understand and reflect on the global structures of the festival world, the significance of places and the changes brought about by digitalization. - know the central managerial challenges, including financing and cultural mediation. - reflect the economic and artistic environment of festivals. - can classify the significance and impact of festivals on destination management, cultural tourism and cultural production. - develop intercultural skills and sense of responsibility.		

	<p><u>Technologies of Visitor Experience (E) (elective) /SE / Course no.: bb.WPK.2 / 3rd semester / ECTS: 5</u></p> <p>The students:</p> <ul style="list-style-type: none"> <li>- know the basics of computer-mediated cultural experiences.</li> <li>- know the central mechanisms of multimedia perception.</li> <li>- are able to distinguish between indoor and outdoor applications.</li> <li>- can apply simple forms of GPS tracking to visitor experiences</li> <li>- can describe and evaluate visitor apps with regard to their content quality.</li> <li>- are able to apply usability criteria to visitor apps.</li> <li>- can assess the innovation potential of digital applications for Visitor Experience and Audience Development</li> </ul>
<p>Course contents</p>	<p><u>Festival Management (E) (elective) /SE / Course no.: bb.WPK.1 / 2nd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> <li>- Definitions and (historical) development of festivals</li> <li>- Tasks and potentials of artistic festivals</li> <li>- Global networks and international exchange</li> <li>- Festival tourism and sustainability</li> <li>- Festival management</li> <li>- Current challenges in festival management</li> </ul>

<p>Course contents</p>	<p><u>Technologies of Visitor Experience (E) (elective) /SE / Course no.: bb.WPK.2 / 3rd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> <li>- Typology of visitor apps in computer mediated real environments (audio guide, multimedia guide, augmented reality, mixed reality)</li> <li>- Basics of multi-sensory perception and multimedia understanding processes</li> <li>- Visitor routes and spatial experience</li> <li>- Atmosphere and immersion</li> <li>- Enhanced storytelling and learning</li> <li>- Visitor engagement through Web 2.0</li> <li>- User experience of examples</li> </ul>
<p>Teaching and learning methods</p>	<p><u>Festival Management (E) (elective) /SE / Course no.: bb.WPK.1 / 2nd semester / ECTS: 5</u></p> <p>Seminar</p> <hr/> <p><u>Technologies of Visitor Experience (E) (elective) /SE / Course no.: bb.WPK.2 / 3rd semester / ECTS: 5</u></p> <p>Seminar</p>
<p>Evaluation Methods Criteria</p>	<p><u>Festival Management (E) (elective) /SE / Course no.: bb.WPK.1 / 2nd semester / ECTS: 5</u></p> <p>Scientific article</p> <hr/> <p><u>Technologies of Visitor Experience (E) (elective) /SE / Course no.: bb.WPK.2 / 3rd semester / ECTS: 5</u></p> <p>Project</p>

Module number: WPM	Management elective	Scope:	
		10	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management Part-time		
Position in the curriculum	2nd semester		
	3rd semester		
Level	2nd semester: 1. Study cycle, Master / 3rd semester: 1. Master study cycle		
Previous knowledge	2nd semester: not specified / 3rd semester: 1. Master study cycle		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Project Management (E) (elective) /SE / Course no.: bb.WPM.1 / 2nd semester / ECTS: 5</u> Project Management Institute. (2017), A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th Edition). Newtown Square, Pennsylvania, USA, Project Management Institute, Inc. Schwalbe, K. (2015), An Introduction to Project Management (5th Edition)., Minneapolis, MN, USA. Schwalbe Publishing.		
	<u>Cross-Cultural Management (E) (elective) /SE / Course no.: bb.WPM.2 / 3rd semester / ECTS: 5</u> Browaeyes, M. and Price, R. (2019). Understanding Cross Cultural Management (4th Edition). Harlow, United Kingdom: Pearson. Groysberg, B., Lee, J., Price, J., Cheng, J. (2018) The Leader's Guide to Corporate Culture. Harvard Business Review (Jan-Feb 2018), 44-52 Morrison, T., and Conaway, W. A. (2006). Kiss, bow, or shake hands: the bestselling guide to doing business in more than 60 countries (2nd Edition). Avon, Mass.: Adams Media.		
Skills acquisition	<u>Project Management (E) (elective) /SE / Course no.: bb.WPM.1 / 2nd semester / ECTS: 5</u> The students: - have a broad understanding and working knowledge of key areas of global management practices. - know generally-accepted best practices in project management and are able to apply them. - have the ability to select, develop and manage projects and project teams.		
	<u>Cross-Cultural Management (E) (elective) /SE / Course no.: bb.WPM.2 / 3rd semester / ECTS: 5</u> The students: - have a broad understanding and working knowledge of key areas of global management practices. - can examine, evaluate, compare and describe cultural business practices at different levels (national, organizational, entrepreneurial, professional) - can identify and classify different elements of corporate culture and the driving forces behind them. - have the capacity for self-reflection on their own cultural views and practices.		

Course contents	<p><u>Project Management (E) (elective) /SE / Course no.: bb.WPM.1 / 2nd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> <li>- Understanding projects and structured project management</li> <li>- Project life cycle (selection, initiation, planning, execution, monitoring and control, completion)</li> <li>- Project scheduling (scheduling software, manual scheduling techniques)</li> <li>- Project management methods</li> </ul>
	<p><u>Cross-Cultural Management (E) (elective) /SE / Course no.: bb.WPM.2 / 3rd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> <li>- Concept and application of culture in business</li> <li>- Determinants and dimensions of culture</li> <li>- Global business cultures</li> <li>- Culture and leadership</li> <li>- The corporate culture</li> </ul>
Teaching and learning methods	<p><u>Project Management (E) (elective) /SE / Course no.: bb.WPM.1 / 2nd semester / ECTS: 5</u></p> <p>Seminar</p>
	<p><u>Cross-Cultural Management (E) (elective) /SE / Course no.: bb.WPM.2 / 3rd semester / ECTS: 5</u></p> <p>Seminar</p>
Evaluation Methods Criteria	<p><u>Project Management (E) (elective) /SE / Course no.: bb.WPM.1 / 2nd semester / ECTS: 5</u></p> <p>Project documentation, exam</p>
	<p><u>Cross-Cultural Management (E) (elective) /SE / Course no.: bb.WPM.2 / 3rd semester / ECTS: 5</u></p> <p>Project, written exam</p>

Module number: WPS	Sport (elective)	Scope:	
		10	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management		
Position in the curriculum	2nd semester		
	3rd semester		
Level	2nd semester: 1. Study cycle, Master / 3rd semester: 1. Master study cycle		
Previous knowledge	2nd semester: not specified / 3rd semester: not specified		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Contemporary Issues in Global Sports (E) (elective) /SE / Course no.: bb.WPS.1 / 2nd semester / ECTS: 5</u> Byers, T. (publisher). (2015). Contemporary issues in sport management: A critical introduction. London: Sage. Hoye, R., and Parent, M. M. (Eds.). (2016). The Sage Handbook of Sport Management. London: Sage. Schulenkorf, N., and Frawley, S. (2016). Critical issues in global sport. London: Routledge.  Journals: Journal of Sport Management International Review for the Sociology of Sport International Journal of Sport Policy Sport Management Review		
	<u>Contemporary Issues in Sports Communication (E) (elective) /SE / Course no.: bb.WPS.2 / 3rd semester / ECTS: 5</u> Billings, A. C., Butterworth, M. L., and Turman, P. D. (2017). Communication and sport: Surveying the field. London: Sage. Pedersen, P. M. (2013). Routledge handbook of sport communication. New York: Routledge. Pedersen, P. M., Laucella, P. C., Kian, E., and Geurin, A. N. (2016). Strategic sport communication. Champaign, IL: Human Kinetics.  Journals: Communication and Sport International Journal of Sport Communication Journal of Sport Communication Sport Management Review		
Skills acquisition	<u>Contemporary Issues in Global Sports (E) (elective) /SE / Course no.: bb.WPS.1 / 2nd semester / ECTS: 5</u> The students: - develop an understanding that sports organizations operate in a broader cultural, economic and political context. - can critically reflect on existing and established strategies and practices in the sports context and identify the complex interrelations between local forms of dominance in sport and broader contexts. - can demonstrate how forms of asymmetric power relations and communication favor certain interest groups and are able to apply their acquired understanding to discuss the discourses and alternative structures involved. - can point out different ways of improving the sports management sector, taking into account the historical development, current trends, theories, and the areas or challenges studied.		

	<p><u>Contemporary Issues in Sports Communication (E) (elective) /SE / Course no.: bb.WPS.2 / 3rd semester / ECTS: 5</u></p> <p>Students:</p> <ul style="list-style-type: none"> <li>- can reflect the far-reaching influence and presence of communication in the sports industry.</li> <li>- can critically discuss the complexity and breadth of communication in the sports sector, drawing on a variety of paradigms and multidisciplinary, theoretical and practical perspectives.</li> <li>- have developed an understanding of how communication affects sporting events, key stakeholders in sport and other areas of the sports industry.</li> <li>- can use theories of sports communication to explain sports-specific phenomena.</li> </ul>
<p>Course contents</p>	<p><u>Contemporary Issues in Global Sports (E) (elective) /SE / Course no.: bb.WPS.1 / 2nd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> <li>- Essential topics and concepts of "glocal" sport: Global Sports Economics, Commercialization and Strategic Management</li> <li>- Important theories and different governance structures in the fields of sport, integrity and corruption and their effects on management</li> </ul>

<p>Course contents</p>	<p><u>Contemporary Issues in Sports Communication (E) (elective) /SE / Course no.: bb.WPS.2 / 3rd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> <li>- Important communication theories and conceptual aspects in sports management science</li> <li>- Sport as a communication system and media organizations in sport</li> <li>- Athletes - Media communication, sports fans and fan culture in the digital world</li> <li>- Important challenges of sports communication, future media formats and trends</li> </ul>
<p>Teaching and learning methods</p>	<p><u>Contemporary Issues in Global Sports (E) (elective) /SE / Course no.: bb.WPS.1 / 2nd semester / ECTS: 5</u></p> <p>Seminar</p> <p><u>Contemporary Issues in Sports Communication (E) (elective) /SE / Course no.: bb.WPS.2 / 3rd semester / ECTS: 5</u></p> <p>Seminar</p>
<p>Evaluation Methods Criteria</p>	<p><u>Contemporary Issues in Global Sports (E) (elective) /SE / Course no.: bb.WPS.1 / 2nd semester / ECTS: 5</u></p> <p>Presentation, scientific article</p> <p><u>Contemporary Issues in Sports Communication (E) (elective) /SE / Course no.: bb.WPS.2 / 3rd semester / ECTS: 5</u></p> <p>Presentation, scientific article</p>



Module number: WPV	Event elective module	Scope:	
		10	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management		
Position in the curriculum	2nd semester		
	3rd semester		
Level	2nd semester: 1. Study cycle, Master / 3rd semester: 1. Master study cycle		
Previous knowledge	2nd semester: not specified / 3rd semester: not specified		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Venue Management (E) (elective) /SE / Course no.: bb.WPV.1 / 2nd semester / ECTS: 5</u> Atkin, B. (2015). Total Facility Management. 4th ed. New Jersey (USA), Wiley-Blackwell; Berners, P. (2018). The Practical Guide to Managing Event Venues. London, Routledge Mahoney, K. (2015). Public Assembly Venue Management: Sports, Entertainment, Meeting, and Convention Venues. Dallas (USA), Brown Books Nolan, E. (2017). Working with venues for Events: A Practical Guide Hardcover. London, Francis and Taylor. Roper, K. and Payant, R. (2014). The Facility Management Handbook. 4th ed. USA; AMA-COM.		
	<u>Managing the Event Workforce (E) (elective) /SE / Course no.: bb.WPV.2 / 3rd semester /</u> Benson, A. (2019). International Sports Volunteering. London: Routledge. Smith, K., Lockstone-Binney, L. Holmes, K and Baum, T. (2017). Event Volunteering: International Perspectives on the Event Volunteering Experience. London, Routledge. Van der Wagen, L. (2014). Human Resource Management for Events. 2nd edition. London, Routledge		
Skills acquisition	<u>Venue Management (E) (elective) /SE / Course no.: bb.WPV.1 / 2nd semester / ECTS: 5</u> The students can: - analyze and assess the need for constructing new infrastructure or renovating existing infrastructure. - identify the stakeholders involved in the design of infrastructure (authorities, clients, investors, future operators, population, etc.) - present efficient marketing strategies. - managing event properties economically - classify the life cycle of the infrastructure. - adapt accustomed thinking and acting to new changed situations in order to build a flexible approach with new challenges. - identify and assess the opportunities and risks of implementation. - develop negotiating skills.		

	<p><u>Managing the Event Workforce (E) (elective) /SE / Course no.: bb.WPV.2 / 3rd semester / ECTS: 5</u></p> <p>Students are able to:</p> <ul style="list-style-type: none"> <li>- evaluate the nature, structure and processes of Human Resources in the business event field.</li> <li>- critically examine moral, ethical and legal issues in various areas of human resources management.</li> <li>- critically discuss solutions for effective personnel management in the global event industry.</li> <li>- understand the complexity of volunteer management in the event industry.</li> <li>- develop and articulate well-founded arguments based on information.</li> </ul>
<p>Course contents</p>	<p><u>Venue Management (E) (elective) /SE / Course no.: bb.WPV.1 / 2nd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> <li>- General introduction to event real estate management</li> <li>- Overview of event real estate clusters</li> <li>- Characteristics of selected event real estate clusters</li> <li>- Importance of architecture and spatial concepts</li> <li>- Stakeholders of event real estate</li> <li>- The question of construction costs</li> <li>- Interactions of "construction" and "operation"</li> <li>- Life cycle of event real estate</li> <li>- Planning, financing and construction of event real estate</li> <li>- Market and demand analyses as a basis</li> <li>- Location factors and choice of location</li> <li>- Development of financing concepts, business plans</li> <li>- Strategic and operational management of event properties</li> <li>- Application of strategic management methods to event properties</li> <li>- Successful strategic positioning of event properties in the market</li> <li>- Interactions between strategic management and operational management of event properties</li> <li>- Challenges in the operational management of event properties (incl. Facility Management)</li> <li>- Special features of conference and congress infrastructure</li> <li>- Special features of infrastructure in the leisure industry (e.g. garden shows, waterfront development)</li> </ul>
	<p><u>Managing the Event Workforce (E) (elective) /SE / Course no.: bb.WPV.2 / 3rd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> <li>- Introduction to personnel management in the event sector, e.g. the company as a pulsating collective body ("pulsating organization")</li> <li>- Recruitment, selection, training and development of personnel in event companies</li> <li>- Motivational aspects of volunteer work as well as recruiting and retaining volunteers</li> <li>- Emotional and aesthetic work in the event sector</li> <li>- Moral, ethical and legal principles in personnel management (e.g. working conditions)</li> </ul>
<p>Teaching and learning methods</p>	<p><u>Venue Management (E) (elective) /SE / Course no.: bb.WPV.1 / 2nd semester / ECTS: 5</u></p> <p>Seminar</p> <hr/> <p><u>Managing the Event Workforce (E) (elective) /SE / Course no.: bb.WPV.2 / 3rd semester / ECTS: 5</u></p> <p>Seminar</p>
<p>Evaluation Methods Criteria</p>	<p><u>Venue Management (E) (elective) /SE / Course no.: bb.WPV.1 / 2nd semester / ECTS: 5</u></p> <p>Written exam</p> <hr/> <p><u>Managing the Event Workforce (E) (elective) /SE / Course no.: bb.WPV.2 / 3rd semester / ECTS: 5</u></p> <p>Written exam</p>

## 2.4 Full-time module descriptions

Module number:	SCEM Basics	Scope:	
		16	ECTS
BA SCEM			
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management		
Position in the cur-	1st semester		
Level	1st semester: first cycle, Master		
Previous knowledge	1st semester: not applicable / 1st semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>International Sports Management /ILV / Course no.: vz.BA.1 / 1st semester / ECTS: 4</u>  Hoye, R., and Parent, M. M. (Eds.). (2016). The Sage Handbook of Sport Management. London: Sage. Li, M., Macintosh, E.W. and Bravo, G.A. (2012). International Sport Management. IL: Human Kinetics. Pedersen, P. M., and Thibault, L. (eds.). (2014). Contemporary Sport Management. IL: Human Kinetics. Robinson, L., Chelladurai, P., Bodet, G., and Downward, P. (Eds.) (2013). Routledge Handbook of Sport Management. London: Routledge.		
	<u>International Event Management /ILV / Course no.: vz.BA.3 / 1st semester / ECTS: 4</u>  Bladen, C., Kennell, J., Abson, E. and Wilde, N. (2017). Events management: An introduction. 2nd ed. London, Routledge Bowdin, G., Allen, J., O'Toole, W., Harris, R. and McDonnell, I. (2010). Events Management. 3rd ed. Oxford: Elsevier Butterworth-Heinemann Ferdinand, N. and Kitchin, P. (2016). Events Management: An approach. 2nd ed. SAGE Publications Ltd. Getz, D. and Page, S. (2019). Event studies: Theory, research and policy for planned events. 4th ed. London, Routledge. Raj, R., Walters, P. and Rashid, T. (2017). Events management: principles and practice. 3rd ed. London, SAGE Publications Ltd. Shone, A. and Parry, B. (2019). Successful event management: A practical handbook. 5th ed. USA, Cengage Learning.		

	<p><u>International Financial Management /ILV / LV-Nr: vz.BA.4 / 1.Semester / ECTS: 4</u></p> <p>Beach, J., Kaspar, R. The Business of Events Management. (2014), Prentice Hall International. Chapter 20: Events as a Sponsorship Investment          Collette, P. and Fenton, W., The Sponsorship Handbook – Essential tools, tips, and Techniques for Sponsors and Sponsorship Seekers. (2011). John Wiley &amp; Sons Publishing.          Hawkins, David F., &amp; Cohen, Jacob (November 13, 2014). The Income Statement. Harvard Business School Publishing, Document 9, 101-109.          Hawkins, David F. (March 5, 2007). The Balance Sheet. Harvard Business School Publishing, Document 9, 101-108.          Hawkins, David F., &amp; Cohen, Jacob (February 26, 2007). The Statement of Cash Flows. Harvard Business School Publishing, Document 9, 101-107.          Hock, S., Raitchel, S., When Scandal Engulfs a Celebrity Endorser: Four factors should guide firms’ reactions. (2019, May-June). Harvard Business Review.          Kaplan, Robert S., &amp; Norton, David P. (1996). Using the balanced scorecard as a strategic management system. Harvard Business Review, (July-August 2007), 150-161</p> <hr/> <p><u>International Cultural Management /ILV / LV-Nr: zv.BA2 / 1.Semester / ECTS: 4</u></p> <p>Bollo, A.; Da Milano, C.; Gariboldi, A., &amp; Torch, C. (2017). Study on Audience Development. How to place audiences at the center of cultural organizations. Brussels: European Union.          Küpers, W.; Sonnenburg, S.; Zierold, M. (eds.) (2017). Rethinking Management. Perspectives and Impacts of Cultural Turns and Beyond, Wiesbaden: Springer.          Carnwarth, J. D.; Brown, A. S., (2014), Understanding the Values and Impacts of Cultural Experiences. London: Arts Council of England.          International Journal of Arts Management          The Journal of Arts Management, Law, and Society</p>
<p>Kompetenzerwerb</p>	<p><u>International Sports Management /ILV / LV-Nr: vz.BA.1 / 1.Semester / ECTS: 4</u></p> <p>The students:</p> <ul style="list-style-type: none"> <li>- understand the specific characteristics of the international sports market.</li> <li>- are able to reflect the fundamental concepts and theories in the field of international sports and sports management.</li> <li>- develop a basic understanding of the international structures of sports (especially the Olympic System), of the globalization of sports and sports structures in comparative perspective.</li> <li>- know about the structures of global governance in sports.</li> </ul> <hr/> <p><u>International Event Management /ILV / LV-Nr: vz.BA.3 / 1.Semester / ECTS: 4</u></p> <p>Students will be able:</p> <ul style="list-style-type: none"> <li>- to distinguish between different types of events and analyze their scope.</li> <li>- understand and apply event planning and management tools and processes.</li> <li>- to appreciate the complexity of event planning and management.</li> <li>- to analyze different kinds of information and data.</li> <li>- to articulate and present arguments and ideas.</li> <li>- to cooperate with their peers by working in groups, conduct joint information and find solutions to practical programs.</li> </ul>

	<p><u>International Financial Management /ILV / LV-Nr: vz.BA.4 / 1.Semester / ECTS: 4</u></p> <p>Students will learn about cost management and controlling approaches as functions of management in the application of basic business administration knowledge and skills, particularly in relation to SME's, sports, culture, and events.</p> <p>Students will learn and be able to demonstrate:</p> <ul style="list-style-type: none"> <li>- project management skills,</li> <li>- the ability to perform cost and income statement analysis,</li> <li>- the application of planning and control systems,</li> <li>- direct costing and break-even analysis,</li> <li>- the ability to perform calculation of contribution margins,</li> <li>- common cost analysis and</li> <li>- the ability to identify and analyze appropriate key performance indicators.</li> </ul> <p>Students will be able to carry out the planning and budgeting for specific event concepts and to find the starting points for value-based controlling. They will be able to assess the resulting competitive advantages through efficient cost structures.</p>
	<p><u>International Cultural Management /ILV / LV-Nr: zv.BA2 / 1.Semester / ECTS: 4</u></p> <p>Upon completion of this course students will be able to:</p> <ul style="list-style-type: none"> <li>- assess the innovation potential of artistic production for society</li> <li>- analyze decision-making processes in cultural management and their relation to economy, politics and education</li> <li>- distinguish between public institutions and the creative industries</li> <li>- distinguish between legal frameworks, funding structures and organizational forms of cultural organizations</li> <li>- describe the relationship between audiences and cultural organizations</li> <li>- implement audience development into cultural organizations</li> </ul>
<p>Course contents</p>	<p><u>International Sports Management /ILV / Course no.: vz.BA.1 / 1st semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Specific characteristics of the international sports market</li> <li>- Fundamental concepts and theories of international sports and sports management</li> <li>- Structure of the sports system in international and comparative perspective</li> <li>- Globalization and global governance in sport</li> </ul> <p><u>International Event Management /ILV / Course no.: vz.BA.3 / 1st semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Event typologies and classifications</li> <li>- Event planning models and planning stages</li> <li>- Event life cycle</li> <li>- Stakeholder analysis</li> <li>- Event idea generation</li> <li>- Event logistics and operations</li> <li>- Event evaluation</li> </ul> <p><u>International Financial Management /ILV / Course no.: vz.BA.4 / 1st semester / ECTS: 4</u></p> <p>The course will build on the approaches to value-based controlling, utilizing:</p> <ul style="list-style-type: none"> <li>- Zero based budgeting</li> <li>- Performance measurement</li> <li>- Contribution margin calculation</li> </ul> <p>Concepts examined will include:</p> <ul style="list-style-type: none"> <li>- Basic budget planning</li> <li>- Classification in the planning process</li> <li>- Assessment of organization and project success</li> </ul>

Course contents	<p><u>International Cultural Management /ILV / Course no.: zv.BA2 / 1st semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Art as a model for management in general</li> <li>- Freedom of art and the diversity of democratic discourse</li> <li>- Public, non-profit and for-profit cultural organizations</li> <li>- Creativity and innovation in the creative industries</li> <li>- Public-private partnerships in cultural management</li> <li>- Potentials and problems of world heritage sites</li> <li>- Audience research and audience development</li> </ul>
Teaching and learning methods	<p><u>International Sports Management /ILV / Course no.: vz.BA.1 / 1st semester / ECTS: 4</u></p> <p>integrated course</p>
	<p><u>International Event Management /ILV / Course no.: vz.BA.3 / 1st semester / ECTS: 4</u></p> <p>integrated course</p>
	<p><u>International Financial Management /ILV / Course no.: vz.BA.4 / 1st semester / ECTS: 4</u></p> <p>integrated course</p>
	<p><u>International Cultural Management /ILV / Course no.: zv.BA2 / 1st semester / ECTS: 4</u></p> <p>integrated course</p>
Evaluation Methods Criteria	<p><u>International Sports Management /ILV / Course no.: vz.BA.1 / 1st semester / ECTS: 4</u></p> <p>examination</p>
	<p><u>International Event Management /ILV / Course no.: vz.BA.3 / 1st semester / ECTS: 4</u></p> <p>course paper</p>
	<p><u>International Financial Management /ILV / Course no.: vz.BA.4 / 1st semester / ECTS: 4</u></p> <p>examination</p>
	<p><u>International Cultural Management /ILV / Course no.: zv.BA2 / 1st semester / ECTS: 4</u></p> <p>presentation, examination</p>

Module number: SC SCEM	SCEM specialization	Scope:	
		24	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management		
Position in the curriculum	1st semester		
	2nd semester		
	3rd semester		
	4th semester		
Level	1st semester: first cycle, Master / 1st semester: first cycle, Master / 2nd semester: first cycle, Master / 3rd semester: first cycle, Master / 4th semester: first cycle, Master / 4th		
Previous knowledge	1st semester: not applicable / 1st semester: not applicable / 2nd semester: not applicable / 3rd semester: not applicable / 4th semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Sustainability /ILV / Course no.: vz.SC.1 / 1st semester / ECTS: 4</u> Hedstrom, G. (2018): Sustainability: What is it and how to Measure it. De Gruyter Razaq Raj R., Musgrave, J. (2009): Event Management and Sustainability. MPG Books Savery. J. (2011): Sustainability and Sport. Common Ground Publishing Wirtenberg, J. (2014): Building a Culture for Sustainability: People, Planet, and Profits in a New Green Economy. Praeger		
	<u>SCEM in the Urban Context /ILV / Course no.: vz.SC.2 / 1st semester / ECTS: 3</u> Cudny, W. (2020). Urban Events, Place Branding and Promotion: Place Event Marketing. Oxon: Routledge: Landry, C. (2015). Cities of Ambition. Bern, Comedia Schneider, W, and Jacobsen, K. (2019). Transforming Cities: Paradigms and potential for urban development within the "European Capital of Culture". Hildesheim, Georg Olmes Verlag AG. Smith, A. (2016). Events in the city: Using public spaces as event venues. London, Routledge. Terret, R. and Heck, S. (2015). Sport and urban space in Europe: facilities, industries, identities. London, Taylor & Francis Viehoff, V. and Poynter, G. (2015). Mega-event cities: urban legacies of global sports events. London, Routledge.		
	<u>Risk Management /SE / Course no.: vz.SC.3 / 1st semester / ECTS: 4</u> Korstanje, M., Raj, R. and griffin, K. (2018). Risk and Safety Challenges for Religious Tourism and Events. USA: CABI Publishing. Mastrogiannakis, D. and Dorville, C. (2014). Security and Sport Mega Events: A complex relation. London: Routledge Silvers, J. (2007). Risk Management for Meetings and Events. London: Routledge. Whelan, C. and Molnar, A. (2018). Securing Mega-Events: Networks, Strategies and Tensions (Crime Prevention and Security Management). London: Palgrave Macmillan. Wynn-Moylan, P. (2017). Risk and Hazard Management for Festivals and Events. London: Routledge.		

	<p><u>Event Design &amp; Experience /ILV / Course no.: vz.SC.4 / 2nd semester / ECTS: 3</u></p> <p>Berridge, G. (2006). Events Design and Experience. London, Routledge.        Edger, C. and Oddy, R. (2018). 87 Key Models for Event, Venue and Experience (EVE) Managers. UK, Libri Publishing.        Smit, B. &amp; Melissen, F. (2017). Sustainable Customer Experience Design: Co-creating experiences in Events, Tourism and Hospitality. London, Routledge.</p>
	<p><u>Public Relations in SCEM /SE / Course no.: vz.SC.5 / 3rd semester / ECTS: 4</u></p> <p>Argenti, P. A. (2009). Corporate Communication (5th, ed.). Boston [among others]: McGraw-Hill.        Cornelissen, J. (2014). Corporate Communication (4th, ed.). Thousand Oaks: Sage.        Gregory, A. (2015). Planning and managing public relations campaigns: A strategic approach (Fourth edition). PR in practice. London: Kogan Page.        Grunig, J. E., Dozier, D. M., Ehling, W. P., Grunig, L. A., Repper, F. C., and White, J. (Eds.) (1992). Excellence in Public Relations and Communication Management. Hillsdale: L. Erlbaum Associates.        Van Ruler, B., &amp; Körver, F. (2019). The Communication Strategy Handbook: Toolkit for Creating a Winning Strategy. New York [among others]: Peter Lang.</p>



Literature recommendation	<p><u>Critical Thinking in SCEM /ILV / Course no.: vz.SC.6 / 4th semester / ECTS: 3</u></p> <p>Finkel, R., Sharp, B. and Sweeney, M. (2018). Accessibility, inclusion, and diversity in Critical Event Studies. London, Routledge.</p> <p>Leisink, P., Boselie, P., Hosking, D. M., &amp; van Bottenburg, M. (Eds.). (2013). Managing social issues: a public values perspective. Northampton, MA: Edward Elgar Publishing</p> <p>Keys, B. (2019). The Ideals of Global Sport: From Peace to Human Rights. Pennsylvania (USA), University of Pennsylvania Press,</p> <p>Journals: Journal of Management Value &amp; Ethics Gender in Management Journal of Critical Media Studies</p>
	<p><u>International Sports and Cultural Politics /ILV / Course no.: vz.SC.7 / 4th semester /</u></p> <p>Henry, I. &amp; Ko, L.-M. (2014). (eds.). Routledge Handbook of Sport Policy. London: Routledge.</p> <p>Duerr, V., Miller, T., O'Brien, D. (2017). The Routledge Handbook of Global Cultural Policy. London: Routledge.</p> <p>Riccardi, V. (2014). Enabling Cross Overs. Good Practices in the Creative Industries. Singapore: Asia-Europe Foundation.</p> <p>Tiell, B. &amp; Cebula, K. (2020). Governance in Sport: Analysis and application. New York: Human Kinetics.</p> <p>Journals: International Journal of Cultural Policy International Journal of Sport Policy and Politics</p>
Skills acquisition	<p><u>Sustainability /ILV / Course no.: vz.SC.1 / 1st semester / ECTS: 4</u></p> <p>Students know:</p> <ul style="list-style-type: none"> <li>- the principle of sustainability</li> <li>- the three pillars of sustainability</li> <li>- the demarcation of and crossover with corporate social responsibility</li> <li>- current debates about sustainability</li> </ul> <p>Students are able to distinguish:</p> <ul style="list-style-type: none"> <li>- the different concepts of sustainability</li> <li>- the different aims and orientations of sustainability in both the economic and the social context</li> </ul>
	<p><u>SCEM in the Urban Context /ILV / Course no.: vz.SC.2 / 1st semester / ECTS: 3</u></p> <p>Students will be able:</p> <ul style="list-style-type: none"> <li>- to comprehend and develop an interdisciplinary and critical view of how cities use sport, culture and events for place promotion, economic and social development and community regeneration.</li> <li>- to understand and critically evaluate the role of cultural policy programs (e.g. European Capital of Culture).</li> <li>- to communicate with their peers in order to find joint solutions.</li> <li>- to analyze information and to present and communicate reasoned arguments.</li> </ul>

	<p><u>Risk Management /SE / Course no.: vz.SC.3 / 1st semester / ECTS: 4</u></p> <p>Students will be able:</p> <ul style="list-style-type: none"> <li>- to understand the complex challenges for event managers in order to tackle the risks associated with events management.</li> <li>- to identify the potential risks and to rank them accordingly.</li> <li>- to distinguish the various preventive measures in order to minimize the risk.</li> <li>- to appreciate the ethical and legal aspects associated with risk management and are familiar with insurance policies for events.</li> <li>- to comprehend role of emergency response and crowd management.</li> <li>- to critically discuss and evaluate information and evidence.</li> <li>- to apply theoretical knowledge to the practical context.</li> </ul>
	<p><u>Event Design &amp; Experience /ILV / Course no.: vz.SC.4 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- Students will be able to deal with the creation of events. They will understand which measures are utilized to stage events and know the technical processes for implementing creative goals.</li> <li>- Students will develop market- and customer-oriented ways of thinking and know the sequencing for task and time-driven work.</li> <li>- Students can participate actively in a solution-oriented manner in-group exercises. They will develop the appropriate level of creativity and motivation.</li> <li>- Students will be able to record critical inquiries, process them, and adequately address them communicatively and with emotional intelligence.</li> </ul>
	<p><u>Public Relations in SCEM /SE / Course no.: vz.SC.5 / 3rd semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Students are familiar with the innovative handling of media and its function within the project process.</li> <li>- Students will master the strategies of action in speaking, writing, and visual acting. They will know the different media formats and can assign them accordingly.</li> <li>- Students will develop a confident, trustworthy, and convincing demeanor through the use of presentations.</li> <li>- Students will have a clear, concise use of language and subject-specific terminology. They will learn to discuss and critically engage with different media content.</li> </ul>
	<p><u>Critical Thinking in SCEM /ILV / Course no.: vz.SC.6 / 4th semester / ECTS: 3</u></p> <p>The students will be able to:</p> <ul style="list-style-type: none"> <li>- critically identify, evaluate and discuss the societal implications of sport, cultural and event offerings.</li> <li>- identify the importance of human rights for sport, cultural and even management.</li> <li>- evaluate and apply contemporary management strategies.</li> <li>- analyze the societal consequences of digitalization in sport, cultural and event management.</li> <li>- develop standards for critical evaluation of societal and technological advances.</li> <li>- discuss ethical issues in sport, cultural and event management.</li> <li>- develop a sense of responsibility and basic intercultural competences.</li> </ul>

	<p><u>International Sports and Cultural Politics /ILV / Course no.: vz.SC.7 / 4th semester / ECTS: 3</u></p> <p>Students:</p> <ul style="list-style-type: none"> <li>- are able to explain, interpret and discuss the evolution, structure and effects of sports and cultural policy in comparative and international perspective.</li> <li>- are able to explain the most important legal and institutional foundations in sports and cultural policy.</li> <li>- are able to explain the central forms and differences of national sports and cultural political structures and ideologies.</li> </ul>
Course contents	<p><u>Sustainability /ILV / Course no.: vz.SC.1 / 1st semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Concepts of sustainability from the perspectives of different stakeholders in context of sport- and cultural events (nations, communities, authorities, federations, environment, population, employer and employee, etc.)</li> <li>- Impacts of events on participants, regions, politics, etc.</li> <li>- Current political debates in relation to global warming</li> <li>- Tool used in Total quality management, process- and project management to support sustainability efforts</li> </ul>
	<p><u>SCEM in the Urban Context /ILV / Course no.: vz.SC.2 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- The impact of urban events on city image</li> <li>- The concept of eventification and eventilization and their effect on urban spaces and urban development</li> <li>- The role of urban events, culture and sport for city marketing, urban branding and place identity</li> <li>- The influence of sport on the transformation of urban spaces and community revitalization</li> <li>- Cultural policy programs (e.g. European Capital of Culture) and associated challenges and opportunities</li> <li>- Bidding, selection and evaluation process of cultural policy programs</li> </ul>
	<p><u>Risk Management /SE / Course no.: vz.SC.3 / 1st semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Risk management terminology</li> <li>- Categories of risks associated with events</li> <li>- Risk assessment process incl. risk identification techniques Risk-prevention measures and crisis management solutions</li> <li>- Insurances policies and legal perspectives</li> <li>- Different types of crowds and crowd management approaches</li> </ul>
	<p><u>Event Design &amp; Experience /ILV / Course no.: vz.SC.4 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- What is dramaturgy? (the internal constructive format – with a focus on storytelling; storytelling from the perspective of neuroscience; the external constructive format; dramatic constructive format with a focus on the dramatic arc)</li> <li>- Staging (transmedia storytelling; creative techniques for staging events; practical development of staging based on group exercises; staging options available for event managers)</li> <li>- Scripting</li> <li>- New forms of event staging – Events 2.0 (the emergence of new event forms; social media marketing as an event tool)</li> <li>- More interactive Event 2.0 tools</li> </ul>

	<p><u>Public Relations in SCEM /SE / Course no.: vz.SC.5 / 3rd semester / ECTS: 4</u></p> <ul style="list-style-type: none"><li>- Presentation of basic texts on dealing with media</li><li>- Iconography and oral traditions</li><li>- Historical understanding of writing</li><li>- Writing of press releases, announcement texts (flyers, posters, brochures etc.)</li><li>- Free speaking (radio, television, company videos etc.), lecture speaking, welcome speech, presentation</li><li>- Innovative distribution of ideas as acquisition of competence in scientific education</li></ul> <p><u>Critical Thinking in SCEM /ILV / Course no.: vz.SC.6 / 4th semester / ECTS: 3</u></p> <ul style="list-style-type: none"><li>- Human rights as managerial matrix (e.g. accessibility, participation and equality of all nations)</li><li>- Dimensions of diversity (incl. gender), representation and audience development in management strategies</li><li>- Changes in communication and information technology, world of work and markets as well as in power relations between key stakeholders, and their impact on sport, culture and events</li></ul>
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<p>Course contents</p>	<p><u>International Sports and Cultural Politics /ILV / Course no.: vz.SC.7 / 4th semester /</u>                  - Legal and institutional framework of Sports &amp; Cultural Policy and politics in comparative and international perspective, taking examples from the European Union, the USA and aspects of multilateral international policies                  - Examples from African and Asian Sports &amp; Cultural Policy to provide a comparative perspective on the field                  - Key players and decision-making strategies                  - New tendencies and critical discourse</p>
<p>Teaching and learning methods</p>	<p><u>Sustainability /ILV / Course no.: vz.SC.1 / 1st semester / ECTS: 4</u>                  integrated course</p> <p><u>SCEM in the Urban Context /ILV / Course no.: vz.SC.2 / 1st semester / ECTS: 3</u>                  integrated course</p> <p><u>Risk Management /SE / Course no.: vz.SC.3 / 1st semester / ECTS: 4</u>                  seminar</p> <p><u>Event Design &amp; Experience /ILV / Course no.: vz.SC.4 / 2nd semester / ECTS: 3</u>                  integrated course</p> <p><u>Public Relations in SCEM /SE / Course no.: vz.SC.5 / 3rd semester / ECTS: 4</u>                  Seminar</p> <p><u>Critical Thinking in SCEM /ILV / Course no.: vz.SC.6 / 4th semester / ECTS: 3</u>                  integrated course</p> <p><u>International Sports and Cultural Politics /ILV / Course no.: vz.SC.7 / 4th semester / ECTS: 3</u>                  integrated course</p>
<p>Evaluation Methods Criteria</p>	<p><u>Sustainability /ILV / Course no.: vz.SC.1 / 1st semester / ECTS: 4</u>                  examination</p> <p><u>SCEM in the Urban Context /ILV / Course no.: vz.SC.2 / 1st semester / ECTS: 3</u>                  presentation</p> <p><u>Risk Management /SE / Course no.: vz.SC.3 / 1st semester / ECTS: 4</u>                  examination</p> <p><u>Event Design &amp; Experience /ILV / Course no.: vz.SC.4 / 2nd semester / ECTS: 3</u>                  examination</p> <p><u>Public Relations in SCEM /SE / Course no.: vz.SC.5 / 3rd semester / ECTS: 4</u>                  examination</p> <p><u>Critical Thinking in SCEM /ILV / Course no.: vz.SC.6 / 4th semester / ECTS: 3</u>                  course paper</p> <p><u>International Sports and Cultural Politics /ILV / Course no.: vz.SC.7 / 4th semester / ECTS: 3</u>                  academic paper</p>

<b>Module number:</b>	<b>Management &amp; Social Skills SCEM</b>	<b>Scope:</b>	
<b>MS SCEM</b>		<b>17</b>	<b>ECTS</b>
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management		
Position in the curriculum	1st semester		
	2nd semester		
	3rd semester		
Level	1st semester: first cycle, Master / 2nd semester: first cycle, Master / 3rd semester: first cycle, Master		
Previous knowledge	1st semester: not applicable / 2nd semester: not applicable / 2nd semester: not applicable / 3rd semester: not applicable / 3rd semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Team Building /UE / Course no.: vz.MS.1 / 1st semester / ECTS: 3</u> Belbin, R. (2010): Management Teams: Why they succeed or fail. Elsevier Science and Technology Garner, E. (2012): Teambuilding: How to turn uncohesive groups into productive teams. Eric Garner & Ventus Publishing ApS Katzenbach, J., Smith, D. (2006): The wisdom of Teams: Creating the High Performance Organization, Harper Business Leutenberg, E. (2008): The successful Teambuilding Workbook: Self Assessments, Exercises and educational Handouts, Whole Person Ass.		
	<u>Study Trip /ILV / Course no.: vz.MS.2 / 2nd semester / ECTS: 3</u> Browaeyns, M Marie-Joëlle and Price, Roger (2019). Chapter 2: Dimensions of Culture: Hofstede and GLOBE. In Understanding Cross Cultural Management (4th ed). Harlow, United Kingdom: Pearson. Morrison, T., and Conaway, W. A. (2006). Kiss, bow, or shake hands: the bestselling guide to doing business in more than 60 countries (2nd Edition). Avon, Mass.: Adams Media. Richards, G., Palmer, R. (2010): Eventful cities: cultural management and urban revitalisation. Butterworth-Heinemann. Amsterdam.		
	<u>Strategic &amp; Innovation Management /ILV / Course no.: vz.MS.3 / 2nd semester / ECTS: 3</u> Kaplan, Robert S., and Norton, David P. (1996). Using the balanced scorecard as a strategic management system. Harvard Business Review, (July-August 2007), 150-161. Kim, W. Chan., and Mauborgne, Renée (2004). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. Harvard Business Review, (October 2004), 76-84. Porter, Michael E. (1996). What is strategy? Harvard Business Review, (November-December 1996), 61-78. Porter, Michael E. (2008). The five competitive forces that shape strategy. Harvard Business Review, (January 2008), 78-93. Porter, Michael E. (1980). Generic Competitive Strategies. In Competitive Strategy - Techniques for Analyzing Industries and Competitors (pp. 34-46). New York, NY: Free Press.		
	<u>Digital Marketing /ILV / Course no.: vz.MS.4 / 2nd semester / ECTS: 3</u> Chaffey, D. & Ellis-Chadwick, F. (2019): Digital Marketing. 7th edition. UK: Pearson Education Limited. Kingsnorth, S. (2019): Digital Marketing Strategy: An integrated approach to online marketing. 2nd edition. Kogan Page. Kotler, P.; Armstrong, G.; Harris, L. C. & Piercy, N. (2016): Principles of Marketing. 7th European Edition. UK: Pearson Education Limited. Krug, St. (2013): Don't Make Me Think: A Common Sense Approach to Web Usability. 3rd edition. New Riders. Tavsan, N. & Erdem, C. (2018): Customer Experience Management: How to Design, Integrate, Measure and Lead. Tasora Books.		

	<p><u>Leadership Skills /ILV / Course no.: vz.MS.5 / 3rd semester / ECTS: 3</u></p> <p>Northouse, Peter G. (2019) Leadership, Theory &amp; Practice, 8th. Thousand Oaks, California. Sage Publications, Inc.</p> <p>Northouse, Peter G. (2015) Introduction to Leadership: Concepts and Practice. Thousand Oaks, California. Sage Publications, Inc.</p> <p>Harvard Business Review Press. (2011) HBR's 10 Must Reads on Leadership. Boston, Massachusetts. Har</p> <p>Price, J. (2017). The construction of cultural leadership. ENCATC Journal of Cultural Management &amp; Policy, 7 (1). pp. 5-16. ISSN 2224-2554</p> <p>Journals: Leadership The Leadership Quarterly</p>
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<p>Literature recommendation</p>	<p><u>Strategic Human Resource Management /ILV / Course no.: vz.MS.6 / 3rd semester /</u>                  Bailey, C. und Mankin, D. (2018). Strategic Human Resource Management. 2nd ed. Oxford, Oxford University Press.                  Mensi-Klarbach und Risberg, An. (2019). Diversity in Organizations: Concepts and Practices. London, Red Globe Press.                  Rees, G. (2002) and Smith, P. (2017). Strategic Human Resource Management: An international perspective. 2nd ed. London: SAGE Publications Ltd.                  Sparkman, R. (2018). Strategic Workforce Planning: Developing optimized talent strategies for future growth. London, Kogan Page.</p>
	<p><u>Team Building /UE / Course no.: vz.MS.1 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- The students differentiate between different stages of team development.</li> <li>- Students will draw conclusions about the prevailing problem structures and analyze necessary actions based on concrete example situations.</li> </ul> <p>Students will know:</p> <ul style="list-style-type: none"> <li>- specific team roles</li> <li>- the implications of team roles</li> <li>- developments in the various team building phases</li> <li>- alternative courses of action</li> </ul> <p>Students will engage in:</p> <ul style="list-style-type: none"> <li>- learning by experience</li> <li>- reflection</li> <li>- discursive exchange</li> </ul> <p>Students will demonstrate:</p> <ul style="list-style-type: none"> <li>- empathy skills</li> <li>- ability to deal with conflict</li> <li>- discussion and reasoning skills</li> <li>- persuasive skills</li> <li>- sense of responsibility</li> <li>- self-assertion</li> </ul>
<p>Skills acquisition</p>	<p><u>Study Trip /ILV / Course no.: vz.MS.2 / 2nd semester / ECTS: 3</u></p> <p>Students independently select a destination that matches the study program.</p> <p>Students will understand:</p> <ul style="list-style-type: none"> <li>- socio-cultural and economic data and facts of the target region</li> </ul> <p>Students will design the program to include:</p> <ul style="list-style-type: none"> <li>- with a focus on sports, culture and event management</li> <li>- company visits</li> <li>- meetings with co-operations, NGOs, embassies, foreign trade centers, etc.</li> </ul> <p>Students will identify:</p> <ul style="list-style-type: none"> <li>- main social and cultural trends in the region concerned</li> <li>- economic developments in the region concerned</li> <li>- political challenges in the region concerned</li> </ul> <p>Students will gain:</p> <ul style="list-style-type: none"> <li>- intercultural competences</li> <li>- discussion skills</li> <li>- organizational skills</li> </ul>



	<p><u>Strategic &amp; Innovation Management /ILV / Course no.: vz.MS.3 / 2nd semester / ECTS: 3</u></p> <p>Students:</p> <ul style="list-style-type: none"> <li>- will have a working knowledge of the concept of strategy and strategic management in general business.</li> <li>- are able to differentiate between the key concepts in the orientation of an organization - mission, vision and strategy.</li> <li>- will be able to demonstrate knowledge and application of several well-known developmental and analytical strategic frameworks and be able to demonstrate their application to analyze, assess, and evaluate various situations.</li> <li>- will have the ability to select and apply the lessons learned in solving problems and synthesize solutions to scenarios related to the management of sports, culture, and events.</li> </ul> <hr/> <p><u>Digital Marketing /ILV / Course no.: vz.MS.4 / 2nd semester / ECTS: 3</u></p> <p>Students can:</p> <ul style="list-style-type: none"> <li>- understand the challenges of integrated marketing communication for companies</li> <li>- design and implement digital marketing strategies</li> </ul> <p>Students will evaluate marketing budgets, giving consideration to:</p> <ul style="list-style-type: none"> <li>- target groups</li> <li>- efficiency</li> <li>- range</li> <li>- output</li> </ul> <p>Students can:</p> <ul style="list-style-type: none"> <li>- respond to digital challenges</li> <li>- identify cause-effect relationships</li> <li>- assess and question your own actions</li> </ul> <hr/> <p><u>Leadership Skills /ILV / Course no.: vz.MS.5 / 3rd semester / ECTS: 3</u></p> <p>Students:</p> <ul style="list-style-type: none"> <li>- will develop and understand of the general concept of leadership, various fundamental approaches to leadership, and various emerging approaches to leadership.</li> <li>- can critically reflect on their own individual outlooks and approaches to leadership.</li> <li>- can apply the skills of emotional intelligence.</li> <li>- develop an ability to confidently apply the lessons-learned directly to scenarios in the fields of sports, culture, events, and general management.</li> <li>- know the most important features and characteristics in the management of sports, cultural and event organizations.</li> </ul>
<p>Skills acquisition</p>	<p><u>Strategic Human Resource Management /ILV / Course no.: vz.MS.6 / 3rd semester / ECTS: 2</u></p> <p>Students will be able:</p> <ul style="list-style-type: none"> <li>- to identify and evaluate key HR issues which critically impact on organizational performance and strategic direction.</li> <li>- to understand and recognize the influence of changes in the external influences and contemporary issues on strategic HRM.</li> <li>- to develop critical evaluation skills using multiple and competing perspectives.</li> <li>- to develop an awareness of the complexity and importance of strategic human resource management.</li> <li>- to analyze different kinds of information and data and clearly articulate and present arguments and ideas.</li> </ul>

Course contents	<p><u>Team Building /UE / Course no.: vz.MS.1 / 1st semester / ECTS: 3</u></p> <p>The course combines learning through outdoor and indoor components with keynote speeches and reflection:</p> <ul style="list-style-type: none"> <li>- The development of teams in their compositions</li> <li>- Target perspectives and risks</li> <li>- Leadership in a team</li> <li>- Organization of cooperation</li> <li>- Social coherence</li> <li>- The assessment of roles</li> <li>- Potential for conflict including causes and solutions</li> </ul>
	<p><u>Study Trip /ILV / Course no.: vz.MS.2 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- Planning, organization, and implementation of the program</li> <li>- Meetings and discussions with experts from sports, culture, and event management</li> <li>- Visits to foreign trade centers, embassies, and international institutions (e.g. Goethe Institute)</li> <li>- Participation in courses at partner universities developing teams in their compositions</li> </ul>
	<p><u>Strategic &amp; Innovation Management /ILV / Course no.: vz.MS.3 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- Fundamental concepts of strategy and strategic innovation (general strategy)</li> <li>- Key concepts of strategic positioning and general competitive strategy frameworks for industry analysis. (Michael Porter)</li> <li>- Innovation strategy for creating unique products, services, and market positions (Blue Ocean Strategy)</li> <li>- Tools for translating strategic vision into organizational action (The Balanced Scorecard, and others)</li> </ul>
	<p><u>Digital Marketing /ILV / Course no.: vz.MS.4 / 2nd semester / ECTS: 3</u></p> <p>The course presents:</p> <ul style="list-style-type: none"> <li>- An overview of the digital marketing tools currently in use</li> <li>- The framework conditions when using digital marketing</li> <li>- The special challenges regarding interaction and fast pace in digital marketing</li> </ul> <p>Based on case studies, current best practice digital marketing campaigns are discussed and own marketing concepts are designed.</p>
	<p><u>Leadership Skills /ILV / Course no.: vz.MS.5 / 3rd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>- Essential concepts and elements of leadership in a modern business setting</li> <li>- Fundamental approaches to leadership (trait, skill, behavioral, and situational leadership)</li> <li>- Emerging approaches to leadership (Authentic Leadership, Servant Leadership)</li> <li>- Understanding and labeling one's own views and outlooks on leadership</li> <li>- Developing and applying leadership skills</li> <li>- Most important characteristics and features of leadership in sports, cultural and event organizations</li> <li>- Different approaches and understandings of leadership</li> </ul>

	<p><u>Strategic Human Resource Management /ILV / Course no.: vz.MS.6 / 3rd semester /</u>                  The course covers various topics relevant to strategic HRM, for example such as ,hard' and ,soft' models of HRM, modern organizational structures and notion of culture, external influences on SHRM, flexible working, reward management, talent Management and/or equality and diversity in the workplace.</p>
Teaching and learning methods	<p><u>Team Building /UE / Course no.: vz.MS.1 / 1st semester / ECTS: 3</u>                  exercise</p>
	<p><u>Study Trip /ILV / Course no.: vz.MS.2 / 2nd semester / ECTS: 3</u>                  integrated course</p>
	<p><u>Strategic &amp; Innovation Management /ILV / Course no.: vz.MS.3 / 2nd semester / ECTS: 3</u>                  integrated course</p>
	<p><u>Digital Marketing /ILV / Course no.: vz.MS.4 / 2nd semester / ECTS: 3</u>                  integrated course</p>
	<p><u>Leadership Skills /ILV / Course no.: vz.MS.5 / 3rd semester / ECTS: 3</u>                  integrated course</p>
	<p><u>Strategic Human Resource Management /ILV / Course no.: vz.MS.6 / 3rd semester / ECTS: 2</u>                  integrated course</p>
Evaluation Methods Criteria	<p><u>Team Building /UE / Course no.: vz.MS.1 / 1st semester / ECTS: 3</u>                  presentation</p>
	<p><u>Study Trip /ILV / Course no.: vz.MS.2 / 2nd semester / ECTS: 3</u>                  report</p>
	<p><u>Strategic &amp; Innovation Management /ILV / Course no.: vz.MS.3 / 2nd semester / ECTS: 3</u>                  examination</p>
	<p><u>Digital Marketing /ILV / Course no.: vz.MS.4 / 2nd semester / ECTS: 3</u>                  project, presentation</p>
	<p><u>Leadership Skills /ILV / Course no.: vz.MS.5 / 3rd semester / ECTS: 3</u>                  examination</p>
	<p><u>Strategic Human Resource Management /ILV / Course no.: vz.MS.6 / 3rd semester / ECTS: 2</u>                  examination</p>

Module number: PT SCEM	SCEM Practical Transfer	Scope:	
		43	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management		
Position in the curriculum	2nd semester		
	3rd semester		
	4th semester		
Level	2nd semester: first cycle, Master / 3rd semester: first cycle, Master / 3rd semester: first cycle, Master / 4th semester: first cycle, Master / 4th semester: first cycle, Master		
Previous knowledge	2nd semester: not applicable / 2nd semester: not applicable / 3rd semester: not applicable / 3rd semester: not applicable / 4th semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Business Project I /PT / Course no.: vz.PT.1 / 2nd semester / ECTS: 4</u> Beech, J., Kaiser, S., Kaspar, R. (eds.) (2014): Business of Events Management. Pearson, Harlow Collette, P. and Fenton, W., The Sponsorship Handbook – Essential tools, tips, and Techniques for Sponsors and Sponsorship Seekers. (2011). John Wiley & Sons Publishing. Schwalbe, K. (2015), An Introduction to Project Management (5th Edition)., Minneapolis, MN, USA. Schwalbe Publishing. Yin, R. (2008): Case Study Research: design and methods. Sage Publ.		
	<u>Research Methods &amp; Evidence-based Management /SE / Course no.: vz.PT.2 / 2nd semester / ECTS: 4</u> Babbie, Earl (2017). The Basics of Social Research. Belmont, CA: Wadsworth/Thomson Learning. Bernard, H. R., & Bernard, H. R. (2012). Social research methods: Qualitative and quantitative approaches. Sage. Bryman, A. (2012). Social research methods (4. ed.). Oxford u.a: Oxford Univ. Press. Creswell, J. (2013). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. London: SAGE Publications. Maxwell, J. A. (2012). Qualitative research design: An interactive approach: An interactive approach. Sage Publications.		
	<u>Business Project II /PT / Course no.: vz.PT.3 / 3rd semester / ECTS: 4</u> Beech, J., Kaiser, S., Kaspar, R. (eds.) (2014): Business of Events Management. Pearson, Harlow Collette, P. and Fenton, W., The Sponsorship Handbook – Essential tools, tips, and Techniques for Sponsors and Sponsorship Seekers. (2011). John Wiley & Sons Publishing. Schwalbe, K. (2015), An Introduction to Project Management (5th Edition)., Minneapolis, MN, USA. Schwalbe Publishing. Yin, R. (2008): Case Study Research: design and methods. Sage Publ.		

	<p><u>Elective /ILV / Course no.: vz.PT.4 / 3rd semester / ECTS: 3</u></p> <p>Edger, C. and Oddy, R. (2018). 87 Key Models for Event, Venue and Experience (EVE) Managers. UK, Libri Publishing.</p> <p>Kotler, P.; Armstrong, G.; Harris, L. C. &amp; Piercy, N. (2016): Principles of Marketing. 7th European Edition. UK: Pearson Education Limited.</p> <p>Smit, B. &amp; Melissen, F. (2017). Sustainable Customer Experience Design: Co-creating experiences in Events, Tourism and Hospitality. London, Routledge.</p> <p>Van Ruler, B., &amp; Körver, F. (2019). The Communication Strategy Handbook: Toolkit for Creating a Winning Strategy. New York [u.a.]: Peter Lang.</p>
	<p><u>Thesis Preparation Seminar /SE / Course no.: vz.PT.5 / 3rd semester / ECTS: 4</u></p> <p>Bryman, A. (2012). Social research methods (4. ed.). Oxford: Oxford University Press.</p> <p>Creswell, J. W. and Creswell, J.D. (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. Sage Publications Ltd.</p> <p>Heesen, B. (2020). Academic writing in APA Style: Writing Academic Papers and Theses in APA style 7th edition. Canada, Prescient.</p> <p>Ritchie, J., Lewis, J., Mcnaughton Nicholls, C. and Ormston, R. (2013). Qualitative Research Practice: A Guide for Social Science Students and Researchers. London, Sage Publications Ltd.</p>

Literature recommendation	<p><u>Colloquium on Master Thesis /SE / Course no.: vz.PT.6 / 4th semester / ECTS: 2</u></p> <p>Creswell, J.W. (2012). Qualitative Inquiry and Research Design: Chossing Among Five Approaches. 3rd edition. Thousand Oaks et al: Sage.</p> <p>Darlington, Yvonne / Scott, Dorothy (2002): Qualitative Research in Practice – Stories from the Field, Open University Press, Maidenhead / Philadelphia</p> <p>Denzin, Norman K. / Lincoln, Yvonna S. (2000): Handbook of Qualitative Research, 2nd edition, SAGE Publications, Thousand Oaks / London / New Delhi</p> <p>Flick, Uwe (2006): An Introduction to Qualitative Research, 3rd edition, SAGE Publications, London / Thousand Oaks /New Delhi</p> <p>Getz, D. (2012): Event Studies: Theory, Research and Policy for Planned Events. Oxford: Butterworth-Heinemann.</p> <p>Gill, J. &amp; Johnson, P. (2010). Research Methods for Managers. 4th edition: London: Sage.</p> <p>Madgalinski, T. (2013). Study Skills for Sports Studies. London: Routledge.</p> <p>Rallis, S.F. &amp; Rossman, G.B. (2012). New York: Guilford Press.</p> <p>Rumsey, D.J. (2009). Statistics II for Dummies. Hoboken: Wiley.</p> <p>Saukko, Paula (2006). Doing research in cultural studies: an introduction to classical and new methodological approaches. Sage Publications Ltd.</p> <p>Spicer, J. (2004). Making Sense of Multivariate Data Analysis: An Intuitive Approach. Thousand Oaks et al.: Sage.</p> <p>Yin, R.K. (2010). Qualitative Research from Start to Finish. New York: Guilford Press.</p>
	<p><u>Master Thesis /SE / Course no.: vz.PT.7 / 4th semester / ECTS: 22</u></p> <p>Creswell, J.W. (2012). Qualitative Inquiry and Research Design: Chossing Among Five Approaches. 3rd edition. Thousand Oaks et al: Sage.</p> <p>Darlington, Yvonne / Scott, Dorothy (2002): Qualitative Research in Practice – Stories from the Field, Open University Press, Maidenhead / Philadelphia</p> <p>Denzin, Norman K. / Lincoln, Yvonna S. (2000): Handbook of Qualitative Research, 2nd edition, SAGE Publications, Thousand Oaks / London / New Delhi</p> <p>Flick, Uwe (2006): An Introduction to Qualitative Research, 3rd edition, SAGE Publications, London / Thousand Oaks /New Delhi</p> <p>Getz, D. (2012): Event Studies: Theory, Research and Policy for Planned Events. Oxford: Butterworth-Heinemann.</p> <p>Gill, J. &amp; Johnson, P. (2010). Research Methods for Managers. 4th edition: London: Sage.</p> <p>Madgalinski, T. (2013). Study Skills for Sports Studies. London: Routledge.</p> <p>Rallis, S.F. &amp; Rossman, G.B. (2012). New York: Guilford Press.</p> <p>Rumsey, D.J. (2009). Statistics II for Dummies. Hoboken: Wiley.</p> <p>Saukko, Paula (2006). Doing research in cultural studies: an introduction to classical and new methodological approaches. Sage Publications Ltd.</p> <p>Spicer, J. (2004). Making Sense of Multivariate Data Analysis: An Intuitive Approach. Thousand Oaks et al.: Sage.</p> <p>Yin, R.K. (2010). Qualitative Research from Start to Finish. New York: Guilford Press.</p>
Skills acquisition	<p><u>Business Project I /PT / Course no.: vz.PT.1 / 2nd semester / ECTS: 4</u></p> <p>The students will gain:</p> <ul style="list-style-type: none"> <li>- Sound knowledge of applied project management in the field of sports, culture, and events</li> <li>- Central knowledge in the areas of conception, planning, implementation, and financing of events</li> <li>- Ability to evaluate event achievement</li> <li>- Sound problem-solving approaches and strategies for business problems</li> </ul> <p>Students know the importance of:</p> <ul style="list-style-type: none"> <li>- Project communication</li> <li>- Self-organization</li> <li>- Time management</li> <li>- Organizational skills</li> <li>- Coping with stress and resilience</li> </ul>

	<p><u>Research Methods &amp; Evidence-based Management /SE / Course no.: vz.PT.2 / 2nd semester / ECTS: 4</u></p> <p>Students:</p> <ul style="list-style-type: none"><li>- understand the connection between research practice and fact-based decision-making processes and can explain the basic principles of social scientific research.</li><li>- understand the logic of scientific inquiry and the purposes of empirical social science research, its strengths and weaknesses.</li><li>- understand the role of basic theoretical assumptions and terms in the research process in the social sciences.</li><li>- understand the role of theory, conceptualization, and theoretical frameworks</li><li>- understand the utility of various quantitative and qualitative methodologies for the purpose of exploring, describing, explaining, and predicting social phenomena and understanding social reality.</li></ul>
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Skills acquisition	<p><u>Business Project II /PT / Course no.: vz.PT.3 / 3rd semester / ECTS: 4</u></p> <p>The students will gain:</p> <ul style="list-style-type: none"> <li>- Sound knowledge of applied project management in the field of sports, culture, and events</li> <li>- Central knowledge in the areas of conception, planning, implementation, and financing of events</li> <li>- Ability to evaluate event achievement</li> <li>- Sound problem-solving approaches and strategies for business problems</li> </ul> <p>Students know the importance of:</p> <ul style="list-style-type: none"> <li>- Project communication</li> <li>- Self-organization</li> <li>- Time management</li> <li>- Organizational skills</li> <li>- Coping with stress and resilience</li> </ul>
	<p><u>Elective /ILV / Course no.: vz.PT.4 / 3rd semester / ECTS: 3</u></p> <p>Students are able to:</p> <ul style="list-style-type: none"> <li>- Contribute previously acquired knowledge to the discussions</li> <li>- Question, classify, and contrast new knowledge</li> <li>- Appropriately assess the activities of experts from business and science</li> <li>- Establish contact with the experts and/or expand and understand both the Austrian and the international market</li> </ul> <p>Students will develop:</p> <ul style="list-style-type: none"> <li>- Discussion and reasoning skills</li> <li>- Creativity</li> <li>- Skills in task and time-driven work on projects</li> <li>- Skills in presentation</li> </ul>
	<p><u>Thesis Preparation Seminar /SE / Course no.: vz.PT.5 / 3rd semester / ECTS: 4</u></p> <p>Students are able to:</p> <ul style="list-style-type: none"> <li>- describe the key features of a research proposal.</li> <li>- independently plan and develop empirical research projects at Master level.</li> <li>- evaluate existing scientific literature based on criteria from research practice.</li> <li>- reflect ethical and practical aspects in their research question.</li> <li>- choose their most suitable method(s) for their research design and to justify their methodological decisions.</li> <li>- recognize and analyze theoretical and methodological problems of their master thesis and to find suitable solutions.</li> </ul>
	<p><u>Colloquium on Master Thesis /SE / Course no.: vz.PT.6 / 4th semester / ECTS: 2</u></p> <p>Students can articulate, reflect on and discuss the issues that arise in relation to the Master thesis topics. This exchange should initiate clarification processes and a process of peer-learning.</p>



	<p><u>Master Thesis /SE / Course no.: vz.PT.7 / 4th semester / ECTS: 22</u></p> <p>After successful completion of the course, students are able to independently review and develop a specialist topic in the area of sport, culture and events management as well as to verify and apply scientific methods.</p>
<p>Course contents</p>	<p><u>Business Project I /PT / Course no.: vz.PT.1 / 2nd semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Joint kick-off to the course</li> <li>- Project client briefing</li> <li>- Project development and control</li> <li>- Intermediate presentations and final presentations</li> <li>- Coaching</li> <li>- Execution or completion</li> <li>- Support during the implementation</li> <li>- Post reporting and documentation</li> <li>- Project presentation</li> </ul>
	<p><u>Research Methods &amp; Evidence-based Management /SE / Course no.: vz.PT.2 / 2nd semes-</u></p> <ul style="list-style-type: none"> <li>- Differences and interfaces between qualitative and quantitative social research</li> <li>- Research design and planning</li> <li>- Sampling in qualitative and quantitative research</li> <li>- Instruments for qualitative and quantitative data collection</li> <li>- Methods for data analysis: qualitative content analysis, factor analysis, regression analysis</li> <li>- Examples of empirical studies from sports, culture and event management</li> </ul>

Course contents	<p><u>Business Project II /PT / Course no.: vz.PT.3 / 3rd semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Joint kick-off to the course</li> <li>- Project client briefing</li> <li>- Project development and control</li> <li>- Intermediate presentations and final presentations</li> <li>- Coaching</li> <li>- Execution or completion</li> <li>- Support during the implementation</li> <li>- Post reporting and documentation</li> <li>- Project presentation</li> </ul>
	<p><u>Elective /ILV / Course no.: vz.PT.4 / 3rd semester / ECTS: 3</u></p> <p>The course will focus on the following points:</p> <ul style="list-style-type: none"> <li>- Future of sport, culture and events in terms of importance</li> <li>- The use of marketing tools in projects</li> <li>- Scientific analysis of marketing campaigns in practice</li> <li>- Current trends in international business in both theory and practice</li> <li>- Economic, political and social impacts</li> <li>- Industry and R&amp;D activities</li> <li>- Digital developments</li> <li>- Creation and evaluation of trends, fashions, booms</li> </ul>
	<p><u>Thesis Preparation Seminar /SE / Course no.: vz.PT.5 / 3rd semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>- Structure, content and function of research proposals</li> <li>- Phrasing and contextualizing research questions</li> <li>- Interdisciplinarity as opportunity and challenge</li> <li>- Establishing the current state of knowledge and systematically evaluating the literature</li> <li>- Closing and contextualizing the research gap</li> <li>- Managing information and knowledge</li> <li>- Choosing and justifying appropriate research methods</li> <li>- Quality criteria of empirical research in social sciences</li> <li>- Research ethics and data protection</li> <li>- Academic writing</li> </ul>
	<p><u>Colloquium on Master Thesis /SE / Course no.: vz.PT.6 / 4th semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>- Discussion of problems and their possible methodological solutions to support the development of the Master Thesis topics.</li> <li>- Discussion of literature and processes of writing as a form of research and knowledge acquisition.</li> </ul>

	<p><u>Master Thesis /SE / Course no.: vz.PT.7 / 4th semester / ECTS: 22</u></p> <p>The Master Thesis is a scientific, written piece of work which focuses on application in the real world and on problem solving. It has clear reference to the thematic areas and specializations of the course (sport, culture and events management, urban studies, destination management, venue management, leadership management). The subject of focus will be prepared on the basis of a scientific piece of work - this is done independently and without external help (with specified sources and tools). Through these methods it will be ensured that students will be capable of selecting a subject which is both scientific and application-oriented. During the Master Thesis Seminar the students will be supported and supervised in the preparation of their Master Thesis. The selection of a topic, organization and time management should be independently carried out by the student - this is done mainly through the critical examination of possible research questions and hypotheses. The advisor will guide the students in scientific methods and during the individual coaching time formal composition will be discussed along with the question of time management.</p>
Teaching and learning methods	<p><u>Business Project I /PT / Course no.: vz.PT.1 / 2nd semester / ECTS: 4</u> project</p> <p><u>Research Methods &amp; Evidence-based Management /SE / Course no.: vz.PT.2 / 2nd semester / ECTS: 4</u> seminar</p> <p><u>Business Project II /PT / Course no.: vz.PT.3 / 3rd semester / ECTS: 4</u> project</p> <p><u>Elective /ILV / Course no.: vz.PT.4 / 3rd semester / ECTS: 3</u> integrated course</p> <p><u>Thesis Preparation Seminar /SE / Course no.: vz.PT.5 / 3rd semester / ECTS: 4</u> seminar</p> <p><u>Colloquium on Master Thesis /SE / Course no.: vz.PT.6 / 4th semester / ECTS: 2</u> seminar</p> <p><u>Master Thesis /SE / Course no.: vz.PT.7 / 4th semester / ECTS: 22</u> seminar</p>
Evaluation Methods Criteria	<p><u>Business Project I /PT / Course no.: vz.PT.1 / 2nd semester / ECTS: 4</u> project</p> <p><u>Research Methods &amp; Evidence-based Management /SE / Course no.: vz.PT.2 / 2nd semester / ECTS: 4</u> academic paper</p> <p><u>Business Project II /PT / Course no.: vz.PT.3 / 3rd semester / ECTS: 4</u> project</p> <p><u>Elective /ILV / Course no.: vz.PT.4 / 3rd semester / ECTS: 3</u> examination</p> <p><u>Thesis Preparation Seminar /SE / Course no.: vz.PT.5 / 3rd semester / ECTS: 4</u> academic paper</p>

	<u>Colloquium on Master Thesis /SE / Course no.: vz.PT.6 / 4th semester / ECTS: 2</u>
	participation
	<u>Master Thesis /SE / Course no.: vz.PT.7 / 4th semester / ECTS: 22</u>
	master thesis

Module number: OMC	Optional Module Culture	Scope:	
		10	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management		
Position in the curriculum	2nd semester		
	3rd semester		
Level	2nd semester: first cycle, Master / 3rd semester: first cycle, Master		
Previous knowledge	2nd semester: not applicable / 3rd semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Festival Management (elective) /SE / Course no.: vz.OMC.1 / 2nd semester / ECTS: 5</u> Newbold, C. & Jordan, J. (ed) (2016). Focus on World Festivals, Oxford: Goodfellow Publishers Filipovic, E. et al (ed.) (2010). The biennial reader, Bergen: Hatje Cantz Verlag Picard, D. & Robinson, M. (2006). Festivals, Tourism and change: Remaking Worlds, Duffy, M. & Mair, J. (2018). Festival Encounters. Theoretical Perspectives on festival events. Valck, M. et al (ed) (2016). Film Festivals: History, Theory, Method, Practice.		
	<u>Technologies of Visitor Experience (elective) /SE / Course no.: vz.OMC.2 / 3rd semester /</u> Bekele, M., et al. (2018). A Survey of Augmented, Virtual, and Mixed Reality for Cultural Heritage. Journal on Computing and Cultural Heritage, 11(2), 1-36. Turner, P. (2017). A Psychology of User Experience. Involvement, Affect and Aesthetics. Cham: Springer. Simon, N. (2010). The Participatory Museum. Santa Cruz: Museum 2.0. Vermeeren, A., Calvi, L., & Sabiescu, A. (Eds.). (2018). Museum experience design: Crowds, ecosystems and novel technologies. Cham: Springer. Vladimir G. (Ed.). (2018). Augmented Reality Art. From an Emerging Technology to a Novel Creative Medium. Cham: Springer.		
Skills acquisition	<u>Festival Management (elective) /SE / Course no.: vz.OMC.1 / 2nd semester / ECTS: 5</u>  Students: - get to know the development of festivals as a format of cultural production and encounter. - understand and reflect the global structure of the festival world, meaning of place and changes through digitalization. - meet the central challenges for management, budgeting and programs of art education. - reflect on business and artistic environments. - are able to draft the meaning and impacts of festivals for destination management, cultural tourism and cultural production. - develop intercultural competences and sense of responsibility.		

	<p><u>Technologies of Visitor Experience (elective) /SE / Course no.: vz.OMC.2 / 3rd semester / ECTS: 5</u></p> <p>Upon completion of this course students will:</p> <ul style="list-style-type: none"> <li>- have a basic understanding of computer-mediated cultural experiences.</li> <li>- know the key mechanisms of multimedia perception.</li> <li>- be able to distinguish between the specifics of indoor and outdoor applications.</li> <li>- know how to apply basic GPS tracking to the visitor experience.</li> <li>- be able to identify and discuss quality content for visitor apps.</li> <li>- be able to evaluate visitor apps in terms of usability and content.</li> <li>- know how to assess the innovation potential of digital applications for the visitor experience and audience development.</li> </ul>
<p>Course contents</p>	<p><u>Festival Management (elective) /SE / Course no.: vz.OMC.1 / 2nd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> <li>- Definition and development of festivals</li> <li>- Tasks &amp; potentials of art festivals</li> <li>- Global networks and international exchange</li> <li>- Festival tourism and sustainability</li> <li>- Festival management</li> </ul>

Course contents	<u>Technologies of Visitor Experience (elective) /SE / Course no.: vz.OMC.2 / 3rd semester /</u> <ul style="list-style-type: none"> <li>- Typology of computer-mediated visitor experiences in real environments (audio guide, multimedia guide, augmented reality, mixed reality)</li> <li>- Basics of multisensory perception and multimedia comprehension</li> <li>- Visitor routes and spatial experience</li> <li>- Atmosphere and immersion</li> <li>- Enhanced storytelling and learning</li> <li>- Digital engagement through web 2.0</li> <li>- Specifics of user experience of cultural visitor apps</li> </ul>
Teaching and learning methods	<u>Festival Management (elective) /SE / Course no.: vz.OMC.1 / 2nd semester / ECTS: 5</u> seminar
	<u>Technologies of Visitor Experience (elective) /SE / Course no.: vz.OMC.2 / 3rd semester / ECTS: 5</u> seminar
Evaluation Methods Criteria	<u>Festival Management (elective) /SE / Course no.: vz.OMC.1 / 2nd semester / ECTS: 5</u> academic paper
	<u>Technologies of Visitor Experience (elective) /SE / Course no.: vz.OMC.2 / 3rd semester / ECTS: 5</u> project

Module number: OME	Optional Modules Event	Scope:	
		10	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management		
Position in the curriculum	2nd semester		
	3rd semester		
Level	2nd semester: first cycle, Master / 3rd semester: first cycle, Master		
Previous knowledge	2nd semester: not applicable / 3rd semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Venue Management (elective) /SE / Course no.: vz.OME.1 / 2nd semester / ECTS: 5</u> Atkin, B. (2015). Total Facility Management. 4th ed. New Jersey (USA), Wiley-Blackwell; Berners, P. (2018). The Practical Guide to Managing Event Venues. London, Routledge Mahoney, K. (2015). Public Assembly Venue Management: Sports, Entertainment, Meeting, and Convention Venues. Dallas (USA), Brown Books Nolan, E. (2017). Working with venues for Events: A Practical Guide Hardcover. London, Francis and Taylor. Roper, K. and Payant, R. (2014). The Facility Management Handbook. 4th ed. USA; AMACOM.		
	<u>Managing the Event Workforce (elective) /SE / Course no.: vz.OME.2 / 3rd semester /</u> Benson, A. (2019). International Sports Volunteering. London: Routledge. Smith, K., Lockstone-Binney, L. Holmes, K and Baum, T. (2017). Event Volunteering: International Perspectives on the Event Volunteering Experience. London, Routledge. Van der Wagen, L. (2014). Human Resource Management for Events. 2nd edition. London, Routledge.		
Skills acquisition	<u>Venue Management (elective) /SE / Course no.: vz.OME.1 / 2nd semester / ECTS: 5</u> Students will be able to: - analyze and evaluate the need for the building of new and renovating of existing infrastructures. - identify the stakeholders involved in the conception of infrastructures (authorities, clients, investors, future operators, citizens etc.). - apply efficient marketing practices. - use the know-how of real estate economics. - assess the life-cycle of infrastructure. - adapt the familiar ways of thinking and acting to new situations in order to learn to address challenges in a flexible manner. - recognize and estimate the chances and risks of implementation. - demonstrate negotiating skills.		



	<p><u>Managing the Event Workforce (elective) /SE / Course no.: vz.OME.2 / 3rd semester / ECTS: 5</u></p> <p>Students will be able to:</p> <ul style="list-style-type: none"> <li>- evaluate the nature, structure and processes of the managing people in the context of events.</li> <li>- critically examine moral, ethical and legal issues in the event workplace.</li> <li>- critically discuss best practice in human resource management in the global events industry.</li> <li>- understand the complexity of event volunteer management.</li> <li>- develop and articulate reasoned arguments based on information.</li> </ul>
<p>Course contents</p>	<p><u>Venue Management (elective) /SE / Course no.: vz.OME.1 / 2nd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> <li>- Introduction to event venue management</li> <li>- Overview of clusters of event venues</li> <li>- Features of selected clusters of event venues</li> <li>- The significance of architecture and the concept of space</li> <li>- Stakeholders of event venues</li> <li>- The question of construction costs</li> <li>- Interaction between construction and business</li> <li>- The lifecycle of event venues</li> <li>- Planning, financing and construction of event venues</li> <li>- Market and demand analysis as a basis</li> <li>- Site factors and site selection</li> <li>- Development of financial concepts, business plans</li> <li>- Strategic and operational management of event venues</li> <li>- Application of strategic management methods to event venues</li> <li>- Successful strategic positioning of event venues in the marketplace</li> <li>- Interaction of strategic management and operational management of event venues</li> <li>- Challenges in the operational management of event venues (including facility management)</li> <li>- Special features of conference and congress infrastructure</li> <li>- Special features of infrastructure in the leisure industry (e.g. garden shows, waterfront development)</li> </ul>
	<p><u>Managing the Event Workforce (elective) /SE / Course no.: vz.OME.2 / 3rd semester /</u></p> <ul style="list-style-type: none"> <li>- Introduction to human resource management in an event setting, e.g. the 'pulsating organization'</li> <li>- Recruitment, selection, training and development of the event workforce</li> <li>- Motivation and retention of the event volunteers</li> <li>- Aesthetic and emotional labor in the event industry</li> <li>- Moral, ethical and legal aspects of human resource management in an event setting incl. e.g. working conditions of the event workforce</li> </ul>
<p>Teaching and learning methods</p>	<p><u>Venue Management (elective) /SE / Course no.: vz.OME.1 / 2nd semester / ECTS: 5</u></p> <p>seminar</p>
	<p><u>Managing the Event Workforce (elective) /SE / Course no.: vz.OME.2 / 3rd semester / ECTS: 5</u></p> <p>seminar</p>
<p>Evaluation Methods Criteria</p>	<p><u>Venue Management (elective) /SE / Course no.: vz.OME.1 / 2nd semester / ECTS: 5</u></p> <p>examination</p>
	<p><u>Managing the Event Workforce (elective) /SE / Course no.: vz.OME.2 / 3rd semester / ECTS: 5</u></p> <p>examination</p>

Module number: OMM	Optional Module Management	Scope:	
		10	ECTS
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management		
Position in the curriculum	2nd semester		
	3rd semester		
Level	2nd semester: not applicable / 3rd semester: first cycle, Master		
Previous knowledge	2nd semester: not applicable / 3rd semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Project Management (elective) /SE / Course no.: vz.OMM.1 / 2nd semester / ECTS: 5</u> Project Management Institute. (2017), A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th Edition). Newtown Square, Pennsylvania, USA, Project Management Institute, Inc. Schwalbe, K. (2015), An Introduction to Project Management (5th Edition)., Minneapolis, MN, USA. Schwalbe Publishing.		
	<u>Cross-Cultural Management (elective) /SE / Course no.: vz.OMM.2 / 3rd semester / ECTS:</u> Browaeyns, M. & Price, R. (2019). Understanding Cross Cultural Management (4th Edition). Harlow, United Kingdom: Pearson. Groysberg, B., Lee, J., Price, J., Cheng, J. (2018) The Leader's Guide to Corporate Culture. Harvard Business Review (Jan-Feb 2018), 44-52 Morrison, T., & Conaway, W. A. (2006). Kiss, bow, or shake hands: the bestselling guide to doing business in more than 60 countries (2nd Edition). Avon, Mass.: Adams Media.		
Skills acquisition	<u>Project Management (elective) /SE / Course no.: vz.OMM.1 / 2nd semester / ECTS: 5</u>  Students: - will develop an extensive understanding and working knowledge of key areas in global management practices. - will know and be able to apply generally accepted best practices in the field of project management - have an ability to select, develop, and lead projects and project teams.		
	<u>Cross-Cultural Management (elective) /SE / Course no.: vz.OMM.2 / 3rd semester / ECTS: 5</u>  Students: - will develop an extensive understanding and working knowledge of key areas in global management practices. - will be able to examine, evaluate, compare, and describe cultural business practices on various levels (national, organizational, corporate, professional). - will be able to identify and classify various elements of corporate culture as well as their underlying drivers. - self-reflect on their own cultural outlook and practices.		

Course contents	<p><u>Project Management (elective) /SE / Course no.: vz.OMM.1 / 2nd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> <li>- Understanding projects and structured project management</li> <li>- Project lifecycle (selection, initiation, planning, execution, monitoring &amp; controlling, closing)</li> <li>- Project scheduling (scheduling software, manual scheduling techniques)</li> <li>- Project management methodologies</li> </ul>
	<p><u>Cross-Cultural Management (elective) /SE / Course no.: vz.OMM.2 / 3rd semester / ECTS:</u></p> <ul style="list-style-type: none"> <li>- Concept and application of culture in business</li> <li>- Determinants and dimensions of culture</li> <li>- Global business cultures</li> <li>- Culture and leadership</li> <li>- Corporate culture</li> </ul>
Teaching and learning methods	<p><u>Project Management (elective) /SE / Course no.: vz.OMM.1 / 2nd semester / ECTS: 5</u></p> <p>seminar</p>
	<p><u>Cross-Cultural Management (elective) /SE / Course no.: vz.OMM.2 / 3rd semester / ECTS: 5</u></p> <p>seminar</p>
Evaluation Methods Criteria	<p><u>Project Management (elective) /SE / Course no.: vz.OMM.1 / 2nd semester / ECTS: 5</u></p> <p>project documentation, examination</p>
	<p><u>Cross-Cultural Management (elective) /SE / Course no.: vz.OMM.2 / 3rd semester / ECTS: 5</u></p> <p>project, examination</p>

Module number:	Optional Module Sports	Scope:	
		10	ECTS
OMS			
Degree program	University of Applied Sciences Master's course - Sports, Culture & Event Management		
Position in the curriculum	2nd semester		
	3rd semester		
Level	2nd semester: first cycle, Master / 3rd semester: first cycle, Master		
Previous knowledge	2nd semester: not applicable / 3rd semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		

Literature recommendation	<p><u>Contemporary Issues in Global Sports (elective) /SE / Course no.: vz.OMS.1 / 2nd semester</u></p> <p>Byers, T. (publisher). (2015). Contemporary issues in sport management: A critical introduction. London: Sage.</p> <p>Hoye, R., and Parent, M. M. (Eds.). (2016). The Sage Handbook of Sport Management. London: Sage.</p> <p>Schulenkorf, N., and Frawley, S. (2016). Critical issues in global sport. London: Routledge.</p> <p>Journals:                  Journal of Sport Management                  International Review for the Sociology of Sport                  International Journal of Sport Policy                  Sport Management Review</p>
	<p><u>Contemporary Issues in Sports Communication (elective) /SE / Course no.: vz.OMS.2 / 3rd semester</u></p> <p>Billings, A. C., Butterworth, M. L., &amp; Turman, P. D. (2017). Communication and sport: Surveying the field. London: Sage.</p> <p>Pedersen, P. M. (2013). Routledge handbook of sport communication. New York: Routledge.</p> <p>Pedersen, P. M., Laucella, P. C., Kian, E., &amp; Geurin, A. N. (2016). Strategic sport communication. Champaign, IL: Human Kinetics.</p> <p>Journals:                  Communication &amp; Sport                  International Journal of Sport Communication                  Journal of Sport Communication                  Sport Management Review</p>
Skills acquisition	<p><u>Contemporary Issues in Global Sports (elective) /SE / Course no.: vz.OMS.1 / 2nd semester / ECTS: 5</u></p> <p>Students:</p> <ul style="list-style-type: none"> <li>- know that sport organizations are best viewed as operating in a wider cultural, economic, and political context.</li> <li>- can critically reflect and question existing and taken-for-granted policies and practices within the sports context, and examining the complex relationships between local forms of domination in sports and its broader contexts.</li> <li>- have an understanding of how forms of asymmetrical power relations, and communications favor certain interest groups and will be able to apply their gained practical understandings to discuss alternative structures in order to disrupt dominant discourses.</li> <li>- will understand different avenues of how our field could be improved, by paying attention to our historical development, the current trends, theories, the sites we study and or the issues we address.</li> </ul>
	<p><u>Contemporary Issues in Sports Communication (elective) /SE / Course no.: vz.OMS.2 / 3rd semester / ECTS: 5</u></p> <p>Students:</p> <ul style="list-style-type: none"> <li>- know about the wide-ranging influence and presence of communications in the sports industry.</li> <li>- can critically reflect on the complexity and breadth of communication in the sports sector by using a variety of paradigms and multiple disciplinary, theoretical and practical lenses.</li> <li>- have an understanding of how communication influences sport events settings, important stakeholders and other areas of the sports industry.</li> </ul>

Course contents	<p><u>Contemporary Issues in Global Sports (elective) /SE / Course no.: vz.OMS.1 / 2nd semester</u></p> <ul style="list-style-type: none"> <li>- Essential concepts and elements of "glocal" sports: Global economics of sport, commercialization &amp; strategic management</li> <li>- Major theories and different structures of governance in sports, integrity and corruption and their managerial implications</li> </ul>
	<p><u>Contemporary Issues in Sports Communication (elective) /SE / Course no.: vz.OMS.2 / 3rd semester</u></p> <ul style="list-style-type: none"> <li>- Major communication theories and conceptual aspects in sports management studies</li> <li>- Sport as a communication system and sports media organizations</li> <li>- Athlete – media communication, sport fandom and fan culture in the digital world</li> <li>- Major challenges in sports communication, future media formats and trends</li> </ul>
Teaching and learning methods	<p><u>Contemporary Issues in Global Sports (elective) /SE / Course no.: vz.OMS.1 / 2nd semester / ECTS: 5</u></p> <p>seminar</p>
	<p><u>Contemporary Issues in Sports Communication (elective) /SE / Course no.: vz.OMS.2 / 3rd semester / ECTS: 5</u></p> <p>seminar</p>
Evaluation Methods Criteria	<p><u>Contemporary Issues in Global Sports (elective) /SE / Course no.: vz.OMS.1 / 2nd semester / ECTS: 5</u></p> <p>presentation, academic paper</p>
	<p><u>Contemporary Issues in Sports Communication (elective) /SE / Course no.: vz.OMS.2 / 3rd semester / ECTS: 5</u></p> <p>presentation, academic paper</p>

## 2.5 Internship

<b>Internship</b> (semester information, duration in weeks per semester)	No
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## 2.6 Semester Abroad

<b>Obligatory semester abroad</b> (semester specification)	No
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### 3 ADMISSION REQUIREMENTS

The general admission requirements are regulated by section 4 of the FHG (Fachhochschule Studies Act) as amended, according to which the subject-related admission requirement for a Fachhochschule Master's course is a completed University of Applied Sciences Bachelor degree program relevant to the subject or the completion of an equivalent degree program at a recognized domestic or foreign post-secondary educational institution.

1. For the present application, the following Bachelor program(s) or equivalent post-secondary educational qualifications in social and economic sciences (based on ISCED 2013, Fields of Education and Training 03/04), which cover the core subjects of marketing, communication, management and business administration, sports, cultural and event management/science, or comparable subject areas (based on ISCED 2013, Fields of Education and Training 031/032/041), are considered relevant to the subject area in question, in summary, in a total amount of at least 30 ECTS.
2. The FH Kufstein Tirol provides in its course architecture for a networking of the Bachelor and Master programs in the sense of the Bologna process: Following successful completion of a Bachelor program, graduates have several options for a Master's degree course at and outside the FH Kufstein Tirol. Graduates of the following FH Kufstein Tirol degree programs (irrespective of the organizational form) would be admitted to the present Master's course based on the above-mentioned professional qualifications:
  - Energy and Sustainability Management
  - Facility and Real Estate Management
  - International Business and Management
  - Marketing and Communication Management
  - Sports, Culture and Event Management
  - Business Management
  - Web Business and Technology
  - Industrial Engineering and Management
3. The languages of instruction and examination at the FH Kufstein Tirol are German and English across all degree programs. Students from non-German speaking countries must therefore provide appropriate evidence of their German language skills.
4. The teaching program in the full-time organizational form is 100% English and requires a proven language level of at least B2.
5. Examining the fulfilment of the admission requirements is the responsibility of the Master's program in Sports, Culture and Event Management course director.