Study Regulations of the
FH Master Degree Program

Digital Marketing

leading to the award of the academic title

Master of Arts in Business,
abbreviated M.A.

as an appendix of the statutes of FH Kufstein Tirol

Organizational form: Full-time
Duration: 4 semesters
Scope: 120 ECTS
Number of places per academic year: 20

Content

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 JOB PROFILES

1.1 Fields of employment

Many varied fields of employment are available to graduates of the master degree program "Digital Marketing". Allocating these into sectors is complicated by the advantageous circumstance that the subject areas marketing, advertising, communications and public relations – specifically also online-based – are necessary and beneficial for all institutions and companies from various economic sectors, but especially for the services sector due to the social-technological change toward a technology-based media society. **Core sectors** include:

- Leisure, culture and sports organizations
- Tourism and hospitality industry
- Trade
- Education
- Creative industries

- Media management, advertising and market communication
- Market research and consulting
- Information and communication technologies
- Consumer and industrial goods production

In addition to these sectors, the labor market also offers numerous other opportunities for graduates of the master degree program "Digital Marketing": The economically small-scale western part of Austria is providing many opportunities for graduates with a master's degree as more and more SMEs have meanwhile established marketing, communications or creative departments for which especially persons with **skills in the online area combined with project management and team leadership experience** are being sought. The growing importance of internal and external company communications in classic and web-based media for all sectors is leading to the hiring of trained marketers by various **institutions and types of companies** once they have completed their studies: Large-scale companies – i.e. production companies like Daimler Chrysler, service providers like Google, retail companies like H&M – as well as regional SME, GO and NGO agencies and advocacy groups are looking for qualified graduates.

The master degree program "Digital Marketing" enables graduates to work in various positions, departments and agencies – **leadership functions** are also a possibility due to leadership skills acquired within the context of management training.

- Marketing manager
- Communications manager
- Digital brand manager
- E-business manager

- Social media manager
- Customer experience manager

- Media and communications consultant
- Content marketing manager
- Online marketing manager
- Project manager at the interface of the subject areas marketing/IT
- SEO/SEA manager
- Omnichannel manager

Interdisciplinary and wide-ranging management studies at the master level enable graduates to even take on **management positions** in **any areas of classic and digital marketing** as well as in combinations of these. These fields of employment encompass strategy development, budgeting, campaign planning, media production and planning as well as controlling including performance measurement of all marketing activities and content marketing in accordance with the company's or the commissioning organization's business plans and in synergistic usage of all available channels.

The economic-technical orientation of the present degree program enables graduates to perform mediating and project-management functions at the interface of **business management/company communications/IT**. This is increasingly of fundamental importance in the areas of **external company communications** (web presence on social media platforms, online advertising, SEO, SEA among others) and **internal company communications**.

Intensive exploration of technical and design-related possibilities for audiovisual media and their risks from the perspective of consumer behavior gives graduates the opportunity to become actively involved in the area of **crossmedia production** and omnichannel marketing in a strategic as well as in a controlling or operational sense.

The following chapters describe central job profiles for graduates of the study program "Digital Marketing" and present relevant fields of employment.

1.1.1 Job profile: Online marketing manager

Online trading has become the fastest growing market. Companies increasingly invest in online trade, and accordingly marketing activities are shifting to the Internet. Thus, adept expertise in this rapidly growing occupational field is more important than ever. Online marketing managers are specialists in this area and have a comprehensive overview of current Internet trends and developments. They are aware of the digital habits and interactions of their customers and able to understand and react to changes in these fast-moving times in order to provide added value for their customers. It is the only way to ensure that customers can be reached on all digital levels. Moreover, online marketing managers can take on consulting activities due to their specialized training in the digital area. The job profile for online marketing managers also encompasses the following tasks:

- Creating, managing and optimizing websites
- Developing and adapting digital campaigns
- Preparing and implementing communication instruments that are typical for web content according to customer wishes
- Wide-ranging knowledge of current web technologies and trends
- Performing monitoring, analyses and marketing for web content
- Working with common tools and programs for data analysis
- Understanding the economic-legal background of digital marketing and project management expertise
- Analyzing and understanding key figures for the online area

1.1.2 Job profile: Content marketing manager

The purpose of content marketing is to provide unique and high-quality content for companies. Content marketing is mainly focused on digital media such as one's own company website, social media platforms or blogs. The focus is not exclusively on the company or on products and services. Stories and other entertaining content, which increase awareness and thus achieve the desired customer behavior are also a focal point. Content marketing managers work on the conceptional and creative design of individual and qualitative content in order to provide entertaining designs for companies and their products in the digital area.

Content marketing managers know their target group well and have a good feel for aesthetics and its effects on customers, which allows them to offer customers relevant and attractive content. Moreover, they possess creative, technical-digital and organizational skills.

In summary, content marketing managers possess the following abilities:

- Conceptualizing and designing content for Internet presences, brand development and customer loyalty
- Providing unique and high-quality content
- Analyzing social developments and, on the basis of these, independently developing individual and customer-oriented concepts and strategies
- A strong sense of what customers want
- Project management expertise
- Working with common web analysis tools and programs

1.1.3 Job profile: SEO/SEA manager

Search engine optimization and advertising (SEO and SEA) have become important elements in the area of online marketing. In the digital age, information is preferably researched via the Internet. Companies strive to appear as far up as possible on the lists generated by search engines so they can be found quickly. Booking ads allows companies to achieve better visibility and discoverability, which leads to more traffic being directed to the company's homepage and enhances product and brand awareness. SEO/SEA managers develop strategies to enhance the discoverability of websites for Internet searches and create professional AdWord campaigns. Additionally, the tasks of SEO/SEA managers also require the following abilities:

- Knowledge of the goals of SEO and SEA
- Performing keyword analyses
- Creating professional AdWord campaigns
- Planning and implementing search engine campaigns
- Executing performance measurements
- Knowledge of the key figures for search engine optimization and advertising

1.1.4 Job profile: Social media manager

It is impossible to imagine our present-day media world without social media platforms like Facebook, Instagram, Twitter and the like. Not only private persons but increasingly also companies are taking advantage of the benefits of social media for advertising purposes. Communicated content has a far-reaching range and is affordable compared to classic media channels. This fast-moving and consistently growing market has a high demand for social media experts. Social media managers are able to manage social media professionally and, based on their skills, keep an eye on the company's presence as they coordinate and react to various changes and/or innovations. The field of activity of social media managers is characterized by the following tasks:

- Designing independent social networks and filling these with content
- Planning, shaping and implementing social media projects
- Evaluating and configuring trends in a customer-specific manner
- Monitoring and analyzing social media content
- Performing downstream processes such as performance measurements
- Wide-ranging knowledge of social media
- Presenting customized social media solutions to customers
- High technology and media affinity

1.1.5 Job profile: Omnichannel manager

In the past, customer experiences only encompassed a few channels. Nowadays, customers have a vast, networked service offer with various touchpoints at their disposal. Additional channels range from mobile devices to social media and C2C communications. In the rapidly changing online area, customers can switch back and forth between multiple channels, receive more information than through the classic point of sale and have greater flexibility with respect to time due to available omnichannel options. Omnichannel managers take on planning, guidance and control of sales channels and customer contact points in order to optimize the customer experience and company success and optimally network the many available channels. They possess high digital and analytical skills in order to determine which sales channels are suitable for a certain company and how to design these channels in a customer-friendly manner. The following fields of activity result for omnichannel managers:

- Planning, controlling and optimizing the abundance of sales channels across various channels
- Designing and optimizing analog and digital contact points as well as products and services in a customer-friendly manner
- Ascertaining and analyzing analog and digital contact points of customers and adapting gained results to their strategy
- Generating customer feedback and results from market research

1.2 Qualification profile

Qualification targets or learning outcomes of the master study program "Digital Marketing" comply with subject-specific scientific and professional requirements and the requirements of ISCED-F-0688[1] (International Standard Classification of Education).
Conveyed content qualifies the graduate for the fields of employment stated above. The following learning outcome is achieved with the completion of the master degree program based on a comprehensive qualification profile across sectors and company size classes.

The following table represents the relationship between the fields of employment, derived tasks, required key skills and the respective curriculum modules. Various modules partially overlap with each other.

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[1] _Interdisciplinary programs and qualifications involving information and communication technologies that devote the greatest intended learning time to information and communication technologies (ICTs) are classified here._

1.3 Skill emphases for fields of employment and module classification

Relationship between fields of employment, tasks, key skills and modules of the "Digital Marketing" curriculum

Field of employment	Task	Skill description	Module classification
Online marketing manager	Creating, managing and optimizing websites	High affinity to digital media	WBW
		High degree of creativity	VT.CMP
		High communicative abilities	TMB
		Eloquence and strong writing skills	CMK
	Developing and adapting digital campaigns	High degree of digital expertise with respect to the web, e-commerce, campaigns or trends	DMA
		Analyzing, controlling and optimizing campaign performance	DMA
		Conceptualizing, creating and controlling AdWord campaigns	DMA
	Preparation and implementation of communication instruments that are typical for web content based on customer wishes	High degree of customer orientation	DMB
		Performing customer acquisitions	DMB
	Identifying current technologies and trends	Analyzing relevant sources and publications	WBW
		Observing and analyzing current market trends	WBW
	Monitoring, analyses and marketing for web content	Detecting and analyzing market and competition situations	WBW & DMA
		Further developing and implementing new digital marketing channels	DME
	Working with common tools and programs for data analysis	Application of common analysis tools	WAW
	Performing projects while integrating economic-legal background information for digital marketing	High degree of analytical, strategic and operational skills	WBW
		Utilizing project management expertise such as budgets, timetables, resources or quality management	DMA & PXT
		Development into leadership personalities while coordinating the marketing team	MTR
		High capacity for team work	TMB
	Analysis of key figures relevant to the online area	Interpreting key figures	WAW & DMA

Field of employment	Task	Skill description	Module association
Content marketing manager	Conceptualizing content for Internet presences, brand development and customer loyalty	Conceptualizing and designing content for independent Internet sites	CMK & WBW
		Conceptualizing and designing third-party content for other websites	CMK & VT.CMP
		Developing brand and product-related content	CMK
		Using digital media in various channels such as company websites, social media profiles or blogs, among others	DME
		Brand establishment and continuous maintenance	DMB, DMA & DME
	Creating and implementing unique and high-quality content	Evaluating the quality of content	CMD & VT.CMP
		Creating and maintaining content	CMK
		Observing current market conditions and trends and using these for own purposes	WBW
		Eloquent and articulate language skills	CMK
	Developing and implementing concepts and strategies for determined target groups	Analyzing social developments and, on the basis of these, independently developing individual and customer-oriented concepts and strategies	DMA & DMB
		High degree of creativity	VT.CMP
		Possessing the necessary technical skills for the digital area	WBW
	Detecting and analyzing customer wishes	Independently performing research	DMB
		Differentiating relevant from irrelevant content	CMK
		Individually designing target group-specific content	CMK
	Managing projects with assistance from project management	Understanding the economic background of project work	PXT
		Performing comprehensive work across interfaces	PXT
	Usage of common web analysis tools and programs	High affinity for analyzing digital media	WAW
		Independent use of web analysis tools	WAM
		Evaluating and understanding existing data material	WAM
		Using these skills for data generation but also for data evaluation within the meaning of downstream processes	WAM

Field of employment	Task	Skill description	Module classification
SEO/SEA manager	Enhancing brand awareness	Knowledge of the goals of SEO and SEA	DMB
		Increasing traffic	DMB
		Generating leads and customer contacts	DMB
		Increasing awareness	DMB
		Generating increased revenue	DMB & DMA
	Performing keyword analyses	Knowledge of keywords and the types of keywords	WAW
		Performing operational optimization such as keyword optimization for users	WAW
		Selecting relevant search terms for keyword strategies	WAW
		Professionally structuring digital web content within the context of content strategies	CMK
		Coordinating web content in a technical, content-related and structured manner	WBW
		Optimizing the structure and reputation of a website	WAW & DMB
	Creating professional AdWord campaigns	Positioning previously determined, relevant AdWords	DMA
	Planning and implementing search engine campaigns	Knowledge of important campaign management concepts	DMB
		Conceptualizing and optimizing the structure and content of websites in the on-page and off-page area	WBW, WAW
	Performing campaigns and performance measurements	Performing campaigns for search engine optimization at the benchmark for competitor websites such as editorial and link analysis of the competitor and the competitor's page	DMA
		Knowledge of common tools and programs for search engine optimization e.g. Google Analytics	WAW
	Knowledge of the key figures for search engine optimization and advertising	Management expertise	MTR
		Knowledge and understanding of relevant key figures, e.g. CPC, Conversions, ROAS, etc.	DMA & DME

Field of employment	Task	Skill description	Module classification
Social media manager	Setting up independent social networks and filling these with content	Developing and optimizing e-commerce concepts	WBW & VT.SMA
		High affinity to social media	VT.SMA
		High degree of creativity	VT.SMA & VT.CMP
	Planning, designing and implementing social media projects	Supervising and continually maintaining social media profiles	VT.SMA
		Analyzing, implementing and establishing social media marketing concepts	VT.SMA
		Developing and coordinating social media campaigns	VT.SMA
		Developing and implementing strategies for the social medial presence of companies	VT.SMA
	Evaluating and configuring trends based on customer wishes	Understanding the importance of social media in contemporary times	VT.SMA
		Observing and analyzing the current market situation of social media	VT.SMA
	Performing monitoring and analyses of social media content	Awareness of the relevance of information based on monitoring	VT.SMA
		Detecting and analyzing current market and competition situations	WBW
	Performing downstream processes such as performance measurements	Familiarity with the necessary tools for performance measurement and knowing how to utilize these	VT.SMA & DMA
		Further developing and implementing new digital marketing channels	DME
	Strategic use of social media	Using essential instruments and tools according to products/services	VT.SMA
	Presentation of customized social media solutions for customers	High degree of customer orientation	VT.SMA & DMB
	Usage of relevant instruments for implementing social media strategies	Awareness of the importance of essential instruments	VT.SMA
		High technology and media affinity	VT.SMA & CMK

Field of employment	Task	Skill description	Module classification
Omnichannel manager	Planning, control and optimization of sales channels across various channels	Supervising and continually maintaining various sales channels	DME
		Enhancing the customer experience through planning, control and optimization	DME & MTR
		Optimizing company success through respective measures	DMA & DME
	Design of analog and digital touchpoints aligned according to customer benefit for products and services	High degree of customer orientation	DMB
		Observing and understanding trends and using the results gained from analysis in order to design the sales channels according to customer wishes	DME
	Generating customer feedback and results from market research	Familiarity with common analysis tools and programs for market research	WAM
		Analyzing, considering and implementing acquired customer wishes in the omnichannel strategy	DMB & MTR
	Acquiring and analyzing analog and digital touchpoints of customers and adapting the strategy based on gained insights	Familiarity with common analysis tools and programs for data evaluation	DMB
		Understanding gained results	DMB
		Using gained numerical material for one's own strategy in order to offer customers an attractive purchasing experience	DME
		High degree of analytical abilities	WAM & DMA

1.3.1 Basic skills

- **Economic sciences including management**

  Graduates are able to independently make company-relevant decisions and design the operational organization based on well-founded knowledge – specifically also with respect to digital economics. They possess the knowledge and ability to correctly interpret and control economic key figures. Graduates also have detailed knowledge, for example with respect to success factors in the phases of company founding as well as with respect to business and financing models. Furthermore, they understand and can apply modern strategic management approaches and contemporary organizational theories.

- **Communications & media science**

  Graduates can conceptualize and design integrated communications instruments and content in a targeted manner: They possess understanding and knowledge of various media types and of the application possibilities for various content in comprehensive strategies across channels within the increasingly interpenetrating structure of the real and virtual world (transfer skill). Graduates are also able to combine and synthesize knowledge from the stated subject areas.

1.3.2 Core skills

- **Web technologies**

  Knowledge and understanding of the technological fundamentals of the web in combination with the scientific engagement of digital economics form the basis for the enhanced media skills of graduates, enabling them to detect the interdependencies of web technologies and digital marketing and successfully integrate these in future-oriented marketing activities. Graduates also possess technological skills and can independently create web-based means of communication and present complex concepts to IT specialists in a precise manner (language skills).

- **Digital marketing**

  Graduates possess the skill to analyze methods of classic marketing, transfer these to new media in an innovative manner and successfully utilize these in the planning, calculation, design and evaluation of comprehensively integrated marketing activities across channels. Experience and detailed knowledge of the usability, customer experience management and engagement with ethics and content in marketing conflate technical and economic-science subject-specific skills and promote interdisciplinary analysis skills, mental agility, associated transfer skills and a passion for innovation.

1.3.3 Complementary skills

- **Social & problem-solving skills**

  Various interdisciplinary teaching and exercise forms lead to the acquisition of social skills such as the capacity for team work and negotiating competence for conflict management and the ability to take criticism. Interdisciplinary practical projects enhance the graduate's social skills in dealing with heterogeneous groups for example consisting of experts from various disciplines or personnel with different professional and practical qualifications. Graduates attain application skills through project work as e.g. in regard to managing complex projects and distributed teams. The necessity to think in an interdisciplinary manner concurrently also refines problem-awareness and problem-solving skills.

- **Self-organization, motivation & flexibility**

  The structure of the present master study program and the various course requirements for students promote time management and self-organization skills. Additionally, complex exercises and projects, which continually increase over the course of the program also promote flexibility.

2 CURRICULUM

2.1 Curriculum data

	Full-time	Extra-occupational	Comments
First academic year (YYYY/YY+1)	2019/20		
Normal duration of studies (Number of semesters)	4		
Compulsory course hours per week (Total of all semesters)	50.6		
Course teaching weeks per semester (Number of weeks)	15		
Compulsory course hours (Total of all semesters)	1800		
Compulsory ECTS (Total of all semesters)	120		
Start of winter semester (Date, note: poss. CW)	10/1/2019		
End of winter semester (Date, note: poss. CW)	2/8/2020		
Start of summer semester (Date, note: poss. CW)	3/4/2020		
End of winter semester (Date, note: poss. CW)	7/13/2020		
Weeks in winter semester	15		
Weeks in summer semester	15		

	Full-time	Extra-occupational	Comments
Compulsory semester abroad (Semester)	-		

	Full-time	Extra-occupational	Comments
Teaching language (Indication)	German/English		The share of English-language courses amounts to 21 % (10.5 course hours per week).

Result of the merging of study programs or split-off from the study program (Study-program code, only to be indicated for merging or split-off)	

2.2 Curriculum matrix

Curriculum for Semester 1

Semester 1										
LV no.	LV designation	T	E	LV type	SWS	No. of groups	ASWS	ALVS	Modules	ECTS
WBW.2V	Fundamentals of the Web	x		**VO**	1	1	1	15	WBW	**1**
WBW.2U	Fundamentals of the Web	x		**UE**	2	1	2	30	WBW	**5**
WBW.1	Fundamentals of Digital Economics			**ILV**	1	1	1	15	WBW	**2**
DMB.1	Customer Experience Management		x	**ILV**	2.5	1	2.5	37.5	DMB	**5**
DMB.2	Digital Dialog Marketing			**ILV**	2.5	1	2.5	37.5	DMB	**5**
DMA.1	Digital Marketing I: Strategy Development & Planning			**ILV**	2.5	1	2.5	37.5	DMA	**5**
WAW.2	Affiliate Marketing			**ILV**	1	1	1	15	WAW	**2**
CMK.1	Content Marketing	x		**ILV**	2	1	2	30	CMK	**4**
TMB.1	Team Building			**ILV**	1	2	2	30	TMB	**1**
Total line:					**15.5**		**16.5**	**247.5**		**30**
LVS = Total (SWS) * LV weeks				**232.5**						

Curriculum for Semester 2

Semester 2										
LV no.	LV designation	T	E	LV type	SWS	No. of groups	ASWS	ALVS	Modules	ECTS
DMB.3	Performance Marketing			**ILV**	2.5	1	2.5	37.5	DMB	**5**
WAW.1V	Web Analytics	x		**VO**	1	1	1	15	WAW	**1**
WAW.1U	Web Analytics	x		**UE**	1	2	2	30	WAW	**2**
MTR.1	Organizational Theory & Strategic Management		x	**ILV**	2	1	2	30	MTR	**4**
MTR.2	Selected Legal Fields			**VO**	1	1	1	15	MTR	**2**
WAM.1	Scientific Work			**SE**	2	1	2	30	WAM	**4**
VT.CMP.1	Crossmedia Production & Digital Design I	x		**ILV**	3	1	3	45	VT. CMP	**6**
VT.SMA.1	Social Media I	x		**ILV**	3	1	3	45	VT.SMA	**6**
Total line:					**15.5**		**16.5**	**247.5**		**30**
LVS = Total (SWS) * LV weeks				**232.5**						

Curriculum for Semester 3

Semester 3									
LV no.	**LV designation**	**T**	**E**	**LV type**	**SWS**	**No. of groups**	**ASWS**	**ALVS**	**Modules**	**ECTS**
PXT.1	Study Trip		x	**ILV**	2	1	2	30	PXT	**3**
DMA.2	Digital Marketing II: Budgeting & Controlling			**ILV**	2	1	2	30	DMA	**4**
CMK.2	Ethics in Marketing			**SE**	1	1	1	15	CMK	**2**
PXT.2	Practical Project			**PT**	3	2	6	90	PXT	**6**
VT.CMP.2	Crossmedia Production & Digital Design II	X		**SE**	2	1	2	30	VT. CMP	**6**
VT.SMA.1	Social Media II	x		**SE**	2	1	2	30	VT.SMA	**6**
ELE.1	Elective I (FH-wide compulsory elective subject)		x	**ILV**	2	1	2	30	ELE	**3**
Total line:					**14**		**17**	**255**		**30**
LVS = Total (SWS) * LV weeks				**210**						

Curriculum for Semester 4

Semester 4									
LV no.	**LV designation**	**T**	**E**	**LV type**	**SWS**	**No. of groups**	**ASWS**	**ALVS**	**Modules**	**ECTS**
DME.1	Digital Marketing III: Omnichannel Marketing Communications			**ILV**	2	1	2	30	DME	**3**
WAM.1	Master Thesis (20 students)			**SE**	0	20	0	0	WAM	**22***
WAM.2	Colloquium for the Master Thesis			**SE**	1	1	1	15	WAM	**2**
ELE.2	Elective II (FH-wide compulsory elective subject)		x	**ILV**	2	1	2	30	ELE	**3**
Total line:					**5**		**5**	**75**		**30**
LVS = Total (SWS) * LV weeks			**75**							

 * The 22 ECTS credits for the Master Thesis are divided into 20 ECTS credits for the Master Thesis and 2 ECTS credits for the final examination before the examination board.

Curriculum data is summarized in the following table. The focus is on data aggregation at the annual level as well as on depicting absolute and relative shares of English-language and technical courses.

Summary of curriculum data

Summary		SWS		ASWS	ALVS		ECTS
Total courses for all semesters		50		55	825		120
Total courses for all semesters		750					
Total courses in the 1ⁿᵈ academic year		31		33	495		60
Total courses in the 2ⁿᵈ academic year		19		33.5	330		60
Total technical courses (T) for all semesters		17					37
Share of technical courses (T) for all semesters based on SWS / ECTS		34 %					30.8 %
Total English-language courses (E) for all semesters		10.5					18
Share of English-language courses for all semesters based on SWS / ECTS		21 %					15 %

2.3 Modularization (incl. module targets)

The study program is divided into 13 coordinated modules. The following abbreviations are used for module descriptions, which are also integrated in the designations of individual courses.

Module in the master degree program "Digital Marketing"

Abbreviations		TMB	Team Building
WBW	Web Basic Knowledge	MTR	Management & Law
WAW	Web Advanced Knowledge	VT.CMP	Crossmedia Production
DMB	Digital Marketing Basic Knowledge	VT.SMA	Social Network
DMA	Digital Marketing Advanced Knowledge	ELE	Electives
DME	Digital Marketing Expert Knowledge	PXT	Practical Transfer
CMK	Content Marketing	WAM	Scientific Work

The modules are organized according to the following topical fields:
- Expert knowledge for digital marketing (DMB, DMA, DME)
- Economic sciences including management (TMB, CMK, MTR)
- Technologies of web-based systems (WBW, WAW)
- Subject-specific consolidations (VT.x) and FH-wide electives (ELE)
- Practical transfer and master thesis (PXT, WAM)

Module designations and skill fields in the master degree program "Digital Marketing"

Module designations	Skill fields
	(Number of ECTS credits and *share of total volume)
WBW Web Basic Knowledge MTR Management & Law CMK Content Marketing	Basic skill (Total 20 **ECTS** or 16.7 %*)
WAW Web Advanced Knowledge DMB Digital Marketing Basic Knowledge DMA Digital Marketing Advanced Knowledge DME Digital Marketing Expert Knowledge ELE Electives VT. CMP Crossmedia Production VT SMA Social Media	Core skill (Total 62 **ECTS** or 51.7 %*)
PXT Practical Transfer WAM Scientific Work TMB Team Building	Complementary skills (Total 38 **ECTS** or 31.7 %*)

The following module allocation results for the entire study program according to ECTS:

Relative share of modules according to ECTS credits
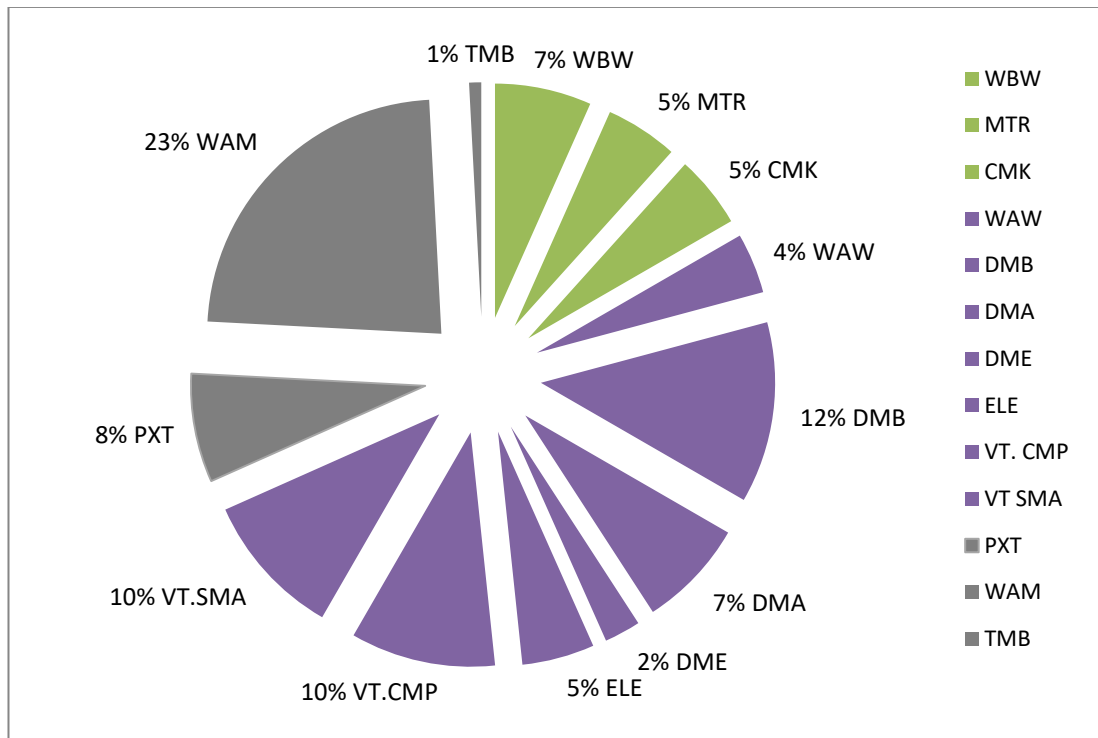
Module contribution to the target implementation of the master degree program "Digital Marketing"

	ECTS		%
Basic Economic sciences including management as well as communications and media sciences			**skill:**
WBW: Fundamentals of the Web (VO 1 ECTS, UE 5 ECTS), Fundamentals of Digital Economics (2 ECTS)	8		7
MTR: Selected Legal Fields (2 ECTS), Organizational Theory & Strategic Management (4 ECTS)	6		5
CMK Content Marketing (4 ECTS), Ethics in Marketing (2 ECTS)	6		5
Core skill: Web technologies, digital marketing			
WAW: Web Analytics (VO 1 ECTS, UE 2 ECTS), Affiliate Marketing (2 ECTS)	5		4
DMB: Customer Experience Management (5 ECTS), Digital Dialog Marketing (5 ECTS), Performance Marketing (5 ECTS)	15		13
DMA Digital Marketing I: Strategy Development and Planning (5 ECTS), Digital Marketing II: Budgeting & Controlling (4 ECTS)	9		8
DME: Digital Marketing III: Omnichannel Marketing Communications (3 ECTS)	3		3
ELE: Electives 1 (3 ECTS), Electives 2 (3 ECTS)	6		5
VT. CMP Crossmedia Production & Digital Design I (6 ECTS); Crossmedia Production & Digital Design II (6 ECTS)	12		10
VT.SMA Social Media I (6 ECTS), Social Media II (6 ECTS)	12		10
Complementary skill: Social and problem-solving skill, self-organization, motivation & flexibility			
PXT: Practical Project (6 ECTS), Study Trip (3 ECTS)	9		8
WAM Scientific Work (4 ECTS), Master Thesis & Colloquium (24 ECTS)	28		23
TBM: Team Building (1 ECTS)	1		1
Total	**120 ECTS**		**100 %**

The modules of the master degree program "Digital Marketing" are presented in detail in the following.

2.3.1 Module description Web Basic Knowledge

Module number:	Module title:	Scope:
WBW	**Web Basic Knowledge**	**8 ECTS**
Study program	Digital Marketing	
Position in curriculum	Semester 1	
Assignment to partial areas	Web	
Level	Introduction	
Previous knowledge	None	
Block course	No	
Group of participants	Bachelor graduates, freshmen	
Contribution to the following modules	WAW, PXT, Consolidations	
Literature recommendations	Fundamentals of the Web • Hahn, M. (2017): Webdesign: Das Handbuch zur Webgestaltung, Rheinwerk Design • Wenz, C., Prevezanos, C. (2018) HTML5 und CSS3 - Start ohne Vorwissen - mit umfangreichen Download Material, 2. Auflage, Markt+Technik Verlag • Jacobsen, J., Meyer, L. (2017): Praxisbuch Usability und UX: Was jeder wissen sollte, der Websites und Apps entwickelt - bewährte Methoden praxisnah erklärt, Rheinwerk Computing • Lewandowski, D. (2015): Suchmaschinen verstehen. Springer-Verlag Fundamentals of Digital Economics • Clement, R., Schreiber, D. (2010): Internet-Ökonomie: Grundlagen und Fallbeispiele der vernetzten Wirtschaft. Physica-Verlag • Peters, R. (2010): Internet-Ökonomie. Springer • Meier, A., Stormer, H. (2008): eBusiness & eCommerce: Management der digitalen Wertschöpfungskette. 2. Auflage, Springer • Tamm, G. (2003): Konzepte in eCommerce Anwendungen. SPC TEIA Lehrbuch Verlag • Wirtz, B. (2011): Business Model Management: Design - Instrumente - Erfolgsfaktoren von Geschäftsmodellen. 2. Auflage, Gabler Verlag	

Skill acquisition	• Fundamentals of the Web After participation, students are familiar with essential Internet applications and their technological fundamentals. They acquire basic knowledge for the independent development of web applications and are able to independently create content/applications for the Internet, specify suitable tools and estimate the expenditure for creating comprehensive content/projects. Furthermore, they have detailed knowledge of the structure of web media and of technical background information as well as, building on this, of methods and procedures for media presentation and embedding within web applications. • Fundamentals of Digital Economics The course enables students to assess and outline fundamental determinants, market mechanisms and challenges of the Internet economy: Students gain well-founded knowledge with respect to the typical challenges of a "digital" company within the context of e-business or e-commerce and specifically become familiar with information-technological fundamentals for developing e-business applications and shopping systems and the differences in the area of e-commerce business models. They understand the success factors for online marketing, social shopping, m-commerce, B2B auctions and payment systems.

Title of the course	Fundamentals of the Web
Scope	VO: 1 ECTS, UE: 5 ECTS
Position in curriculum	Semester 1
Teaching and learning methods	VO:
Examination modalities	VO: Written examination, UE: Project work
Course content	Essential development phases of web technologies, central applications and functionalities as well as technical fundamentals of the web are presented within the context of this fundamental course. The following central course content results within this context: history and development phases of the Internet, basic Internet applications, functionalities of the Internet, technical fundamentals for users and providers (tracking mechanism, web servers, databases, etc.), fundamentals for developing content for the Internet (introduction to HTML, CSS, image formats, multimedia content and selecting suitable tools) and fundamental design strategies. Special emphasis is on acquiring knowledge of framework conditions, potentials and restrictions of web technologies, which also occurs through exercises on the topics of HTML and CSS programming.

Title of the course	Fundamentals of Digital Economics
Scope	2 ECTS
Position in curriculum	Semester 1
Teaching and learning methods	ILV
Examination modalities	Written examination

Course content	The course illuminates fundamental aspects of the digital economy. After explaining the particularities of digital goods, electronic markets and added value in the Internet economy, the following topics are addressed in depth: • Methodological fundamentals, application of networked thinking and acting • Effects on private persons and companies (network effects, economy of searching and finding, trust aspects) • Total economic effects (market transparency, globalization of added value, hyper-competition) • Business models in the digital economy (specifically in the area of e-commerce/m-commerce) In the area of marketing, the emphasis is on new forms of cooperation and participation, which are enabled by the digital economy (social shopping, viral, mobile, online marketing among others) and the resulting adjustments for entrepreneurial business models. Aspects of the change from stationary to mobile and ubiquitously available applications are also discussed. In the technical area, infrastructures for e-business (middleware, safety aspects, technologies for project searching and product representation in the digital environment), technologies, platforms and standards in the area of e-commerce (EDI, etc.) as well as advantages and disadvantages compared to stationary trading are discussed.

2.3.2 Module description Web Advanced Knowledge

Module number:	Module title:	Scope:
WAW	**Web Advanced Knowledge**	**5 ECTS**
Study program	Digital Marketing	
Position in curriculum	Semester 1 & 2	
Assignment to partial areas	Digital Marketing	
Level	Advanced knowledge	
Previous knowledge	Module WBW	
Block course	No	
Group of participants	Bachelor graduates, freshmen	
Contribution to the following modules	PXT	
Literature recommendations	Web Analytics • Hassler, M. (2016): Digital und Web Analytics: Metriken auswerten, Besucherverhalten verstehen, Webseiten optimieren. Mitp business • Krüger, J. (2018): Conversion Boosting mit Website Testing, 2. Auflage. Mitp business. • Von Heeren, R. (2018): Das Google Analytics Praxisbuch 2018: Professionelle Web-Analyse mit Google Analytics. Webmasters press Affiliate Marketing • Von der Burg, K., & Schalling, D. (2015): Affiliate Marketing - Ein Leitfaden für Affiliates und Merchants. CreateSpace Independent Publishing Platform. • Kellermann, M. (2013): Affiliate Marketing Insights. CreateSpace Independent Publishing Platform. • Schust, J. (2017): Jetzt zum eigenen Einkommen im Internet: Grundlagen, Methoden und Expertentipps - Affiliate Marketing. Jan Schust. • Brown, B. (2009): The Complete Guide To Affiliate Marketing On The Web. Atlantic Publishing Group	
Skill acquisition	• Web Analytics Within the context of the course, students acquire knowledge relating to the performance measurement of digital marketing campaigns by means of web analysis tools and, based on this, learn to assess the success of a website or campaign or determine existing potential. They are familiar with web analysis tools (e.g. Piwik, Google Analytics) and able to interpret essential reports and key figures and derive suitable measures. • Affiliate Marketing Following the course, students are aware of the essential usage scenarios and parties involved in affiliate marketing. They are able to independently establish cooperative endeavors and are familiar with the fundamental methods for performance measurement, technical implementation and control and can assess the risks and opportunities (e.g. fraud problems) of affiliate marketing.	
Title of the course	**Web Analytics**	
Scope	3 ECTS	
Position in curriculum	Semester 2	
Teaching and learning methods	1 ECTS VO; 2 ECTS UE	
Examination modalities	VO: Written examination, UE: Project work	

Course content	The course conveys knowledge for performance measurement via web analysis methods. Various procedures (log files, page tagging, cookies) for data collection and evaluation and thus technical fundamentals for web analysis, testing and targeting are introduced. Furthermore, certain targets and instruments for performance measurement as well as key figures and metrics/KPIs for determining success are discussed. These KPIs include visitor numbers, duration of stay, bounce rate, conversion rate. The methods of benchmarking and cohort formation are used among others.
Title of the course	**Affiliate Marketing**
Scope	2 ECTS
Position in curriculum	Semester 1
Teaching and learning methods	ILV
Examination modalities	Seminar Thesis
Course content	The course conveys knowledge of the principles and structures of affiliate marketing. Available tracking methods and their limitations (both from a technical and legal perspective) are addressed within the context of portraying cooperating participants and functional principles. Various provision models and advertising formats of affiliate marketing and their usage scenarios are discussed in detail. Furthermore, affiliate networks as mediators between involved parties and practical examples for the system of marketers, sales partners and customers are analyzed. In conclusion, business models are highlighted, building on affiliate approaches (e.g. white or grey label partnerships).

2.3.3 Module description Digital Marketing Basic Knowledge

Module number:	Module title:	Scope:
DMB	**Digital Marketing Basic Knowledge**	**15 ECTS**
Study program	Digital Marketing	
Position in curriculum	Semester 1 & 2	
Assignment to partial areas	Digital Marketing	
Level	Introduction	
Previous knowledge	Fundamentals of Classic Marketing	
Block course	No	
Group of participants	Bachelor graduates, freshmen	
Contribution to the following modules	DME, DMA, Consolidations, PXT	
Literature recommendations	Customer Experience Management • Heinemann, G. (2010): Der neue Online-Handel - Erfolgsfaktoren und Best Practices. 4. Auflage, Gabler • Krüger, J. (2018): ConversionBoosting mit Website Testing. 2. Auflage, mitp • Moser, C. (2012): User Experience Design - Mit erlebniszentrierter Softwareentwicklung zu Produkten, die begeistern. Springer • Schüller, A. (2012): Touchpoints: Auf Tuchfühlung mit dem Kunden von heute - Managementstrategien für unsere neue Businesswelt. 6. Auflage, Gabal • Schmitt, B., Mangold, M. (2004): Kundenerlebnis als Wettbewerbsvorteil - Mit Customer Experience Management Marken und Märkte Gewinn bringend gestalten. Gabler-Verlag • Smith, S., Wheeler, J. (2002): Managing the Customer Experience - Turning Customers Into Advocates. Prentice Hall Digital Dialog Marketing • Alpar, A., & Wojcik, D. (2012): Das große Online-Marketing Praxisbuch. Data Becker • Lammenett, E. (2017): Praxiswissen Online-Marketing - Affiliate- und E-Mail-Marketing, Suchmaschinenmarketing, Online-Werbung, Social Media, Facebook-Werbung. 6. Auflage, Springer Verlag Performance Marketing • Fischer, M. (2011): Website Boosting 2.0 - Suchmaschinen-Optimierung, Usability, Online-Marketing. 2. Auflage, mitp • Kamps, I., Schetter, D. (2017): Performance Marketing: Der Wegweiser zu einem mess- und steuerbaren Marketing – Einführung in Instrumente, Methoden und Technik. Springer Gabler. • Beilharz, F., Kattau, N., Kratz, K., Kopp, O., Probst, A. (2017): Der Online-Marketing-Manager: Handbuch für die Praxis. O'Reilly.

Skill acquisition	• Customer Experience Management Students gain knowledge of the processes of customer experience management (CEM) and the associated challenge of turning interested parties into satisfied customers and these into brand ambassadors: They understand the opportunities of CEM and are able to evaluate risks and opportunities for individual tools and strategies (see course content) and can independently develop CEM concepts. Additionally, students are familiar with the fundamental aspects of design and optimization for the usability of digital media and can perform usability analyses and deal with (analyze/use) comprehensive customer data and the fundamentals of customer relationship management (CRM/eCRM). • Digital Dialog Marketing Students are able to analyze the media and the possibilities of digital dialog marketing, present their advantages and disadvantages based on examples and select the instrument that is suitable for the respective marketing target. • Performance Marketing Students can differentiate between central instruments of performance marketing and interpret the key figures/KPIs of performance marketing. They understand the potential of search engine marketing via paid organic listings. In the SEA area, students can analyze the design characteristics of advertising campaigns (e.g. via AdWords/AdSense and Facebook ads) as well as strategies for successful bid management. In the area of search engine optimization (SEO), they are familiar with common procedures for on-page and off-page optimization as well as with the most important ranking factors of leading search engines and are able to assess their results.
Title of the course	**Customer Experience Management**
Scope	5 ECTS
Position in curriculum	Semester 1
Teaching and learning methods	ILV
Examination modalities	Seminar Thesis
Course content	The course provides an overview of customer experience management and of the constitutive blocks of customer satisfaction and customer loyalty. These are illuminated within the context of increasingly complex customer journeys and changing consumer behavior on the web. Specifically strategies and application options of CRM for customer loyalty, fundamentals of web mining, approaches for analyzing large data volumes (big data), options for addressing target groups via targeting as well as aspects of tracking user activities are discussed. Various approaches and testing procedures for optimizing usability and thereby increasing positive customer experiences are introduced. The focus is on support options along the customer journey and linking the increasing number of customer contact points (touchpoints). Specifically communications and marketing instruments, made possible by digital media and instruments are addressed – e.g. aspects of viral marketing/digital word-of-mouth advertising via social media.

Title of the course	Digital Dialog Marketing
Scope	5 ECTS
Position in curriculum	Semester 1
Teaching and learning methods	ILV
Examination modalities	Seminar Thesis
Course content	The course provides an overview of the media of digital dialog marketing, its possibilities, framework conditions and risks, discusses differences with respect to classic dialog marketing and addresses the particularities of social, mobile and direct marketing. E-mail marketing is another focal point. In addition to theoretical input, implementation in marketing practices is also analyzed based on case examples. Students gain practically relevant experience in the usage of digital dialog marketing through exercises. The course provides the foundation for the consolidation "Social Media I & II".

Title of the course	Performance Marketing
Scope	5 ECTS
Position in curriculum	Semester 2
Teaching and learning methods	ILV
Examination modalities	Seminar Thesis
Course content	The course conveys the fundamentals of performance marketing: The focus is on providing an overview of central approaches and their effective mechanisms as well as on conveying essential key parameters and their correct interpretation. Search engine marketing with its subitems SEO and SEA is emphasized. Students are instructed in developing independent and promising strategies. Analysis, strategic orientation, operational realization and implementation as well as the control of respective activities are further central aspects.

2.3.4 Module description Digital Marketing Advanced Knowledge

Module number:	Module title:	Scope:
DMA	**Digital Marketing Advanced Knowledge**	**9 ECTS**
Study program	Digital Marketing	
Position in curriculum	Semester 1 & 3	
Assignment to partial areas	Digital Marketing	
Level	Advanced knowledge	
Previous knowledge	Fundamentals of Classic Marketing & Controlling, Module DMB	
Block course	No	
Group of participants	Bachelor graduates	
Contribution to the following modules	DME, PXT	
Literature recommendations	Digital Marketing I: Strategy Development & Planning • Fill, C. (2016): Marketing Communications. Interactivity, Communities and Content. 7. Auflage, Prentice Hall – Pearson Education • Gay, R., Charlesworth, A., & Esen, R. (2007): Onlinemarketing. A Customer-led Approach. Oxford press • Kreutzer, R. (2016): Online-Marketing, Wiesbaden: Springer Verlag. • Chaffey, D. & Ellis-Chadwick, F. (2015). Digital Marketing: Strategy, Implementation and Practice, 6th Edition, London: Pearson Education Limited. Digital Marketing II: Budgeting & Controlling • Hildebrandt, T. (2016). Web-Business – Controlling und Optimierung: Wie das Web erfolgreich in Unternehmen genutzt wird. Deutscher Betriebswirte-Verlag • Haberich, R. (2012). Future Digital Business: Wie Business Intelligence und Web Analytics Online-Marketing und Converison verändern. mitp. • Ziehe, N. (2013). Marketing-Controlling. Johanna Verlag. • Brody, P., & Pureswaran, V. (2015). The next digital gold rush: how the Internet of things will create liquid, transparent markets. Strategy & Leadership, 43(1), 36-41. • Hienerth, C. (2010). Kennzahlenmodell zur Erfolgsbewertung des E-Commerce: Analyse am Beispiel eines Mehrkanaleinzelhändlers, Gabler	
Skill acquisition	•Digital Marketing I: Strategy Development & Planning Students gain knowledge of all content that is necessary for preparing a creative marketing strategy (emphasis marketing communication), encompassing both classic and new media. They are additionally able to criticize given marketing strategies, provide change suggestions, develop independent marketing strategies and take on media planning. •Digital Marketing II: Budgeting & Controlling Within the context of the course "Budgeting & Controlling", students gain comprehensive knowledge regarding the budgeting and controlling process of digital marketing measures. Students apply the process based on a (Google AdWords) case example in order to consolidate and apply the course content. An underlying fundamental understanding of the budgeting and controlling process (conception, structure, key figure determination, data interpretation, response options and optimization processes) is generally valid for digital marketing instruments.	

Title of the course	Digital Marketing I: Strategy Development & Planning
Scope	5 ECTS
Position in curriculum	Semester 1
Teaching and learning methods	ILV
Examination modalities	Project work
Course content	Within the context of the fundamental course at the master level, students independently review previously acquired marketing fundamentals while the challenges of marketing communication in digital media are introduced subsequently. Central course content includes the following areas: - Situational analysis - Target definition - Target group analysis - Targeting - Briefing for agencies - Message development - Media selection (classic/digital, BTL/ATL) - Media planning
Title of the course	Digital Marketing II: Budgeting & Controlling
Scope	4 ECTS
Position in curriculum	Semester 3
Teaching and learning methods	ILV
Examination modalities	Project work
Course content	Within the context of the course, various areas of controlling (basic knowledge in the area of accounting and controlling is assumed) are addressed with special focus on relevant themes of digital marketing. After completing the course, students possess the following abilities: - Determining the goals of digital marketing measures - Acquiring, analyzing and interpreting the market potential of digital marketing measures - Determining and managing a marketing budget for digital marketing measures - Measuring and interpreting the success of a digital marketing campaign - Deriving recommendations for action - Creating a final report

2.3.5 Module description Digital Marketing Expert Knowledge

Module number:	Module title:	Scope:
DME	**Digital Marketing Expert Knowledge**	**3 ECTS**
Study program	Digital Marketing	
Position in curriculum	Semester 4	
Assignment to partial areas	Digital Marketing	
Level	Advanced	
Previous knowledge	Fundamentals of Classic Marketing, DMB, DMA	
Block course	No	
Group of participants	Bachelor graduates	
Contribution to the following		
Literature recommendations	Digital Marketing III: Omnichannel Marketing Communications • Blakeman, R. (2018): Integrated Marketing Communication. 3rd edition, Rowman & Littlefield • Fill, C. (2016): Marketing Communications. Interactivity, Communities and Content. 7. Auflage, Prentice Hall – Pearson Education • Kotler, P., Armstrong, G., Harris, L.C., & Piercy, L. (2016). Grundlagen des Marketing, 6., aktualisierte Auflage, Essex: Pearson Studium • Kotler, P., Kartajaya, H., & Setiawan, I. (2017). Marketing 4.0: Der Leitfaden für das Marketing der Zukunft. Campus Verlag. • Kreutzer, R.T. & Land, K.H. (2017): Digitale Markenführung: Digital Branding im Zeitalter des digitalen Darwinismus. Springer Gabler.	
Skill acquisition	• Digital Marketing III: Omnichannel Marketing Communications Graduates have profound subject-specific knowledge and are able to apply this knowledge due to the integrative character of the course. They can evaluate integrated marketing plans and independently prepare a detailed omnichannel marketing plan including briefing for internally and externally involved parties (areas of company communications, strategy, knowledge management, personnel, CRM, sales, IT, product development).	
Title of the course	**Digital Marketing III: Omnichannel Marketing Communications**	
Scope	3 ECTS	
Position in curriculum	Semester 4	
Teaching and learning methods	ILV	
Examination modalities	Project work	
Course content	Building on knowledge acquired in the previous three semesters, the usage of digital channels for market research/analytics, development, implementation and adaptation of entrepreneurial strategies as well as for the effect of intra-organizational measures are understood and applied based on case examples selected by the teaching staff. Students develop an omnichannel marketing communications strategy through project work in which all content of digital marketing modules is integrated.	

2.3.6 Module description Content Marketing

Module number:	Module title:	Scope:
CMK	**Content Marketing**	**6 ECTS**
Study program	Digital Marketing	
Position in curriculum	Semester 1 and 3	
Assignment to partial areas	Content Marketing	
Level	Introduction, building on each other	
Previous knowledge	None	
Block course	No	
Group of participants	Bachelor graduates	
Contribution to the following modules	DME, PXT	
Literature recommendations	Content Marketing • Franck, G. (1998): Ökonomie der Aufmerksamkeit. Dt. Taschenbuchverlag • Hilker, C. (2017): Content Marketing in der Praxis, Ein Leitfaden - Strategie, Konzepte und Praxisbeispiele für B2B- und B2C-Unternehmen. Springer Gabler • Pulizzi, J. (2013): Epic Content Marketing: How to tell a Different Story, Break Through the Clutter, and Win more Customers by Marketing Less, McGrawHill Education. • Sheridan, M. (2017): They Ask You Answer: A Revolutionary Approach to Inbound Sales, Content Marketing, and Today's Digital Consumer, Wiley. Ethics in Marketing • Clausen, A. (2009): Grundwissen Unternehmensethik - ein Arbeitsbuch. UTB • Hiß, S. (2006): Warum übernehmen Unternehmen gesellschaftliche Verantwortung? Ein soziologischer Erklärungsversuch. Campus • Pieper, A. (2017): Einführung in die Ethik. 7. Auflage, Beck'sche Reihe		
Skill acquisition	• Content Marketing Students are able to design the content of Internet presences with focus on brand formation and customer loyalty, which includes the optimization of company communications, brand structure and maintenance, guiding customers to websites and holding them there long-term. Students learn how to create an optimal balance for the user between search engine requirements and comprehensible, useful content. They possess comprehension, analysis and transfer skills in the area of content marketing and can critically reflect and tastefully apply the effects and consequences of aesthetics on marketing content. • Ethics in Marketing Students possess orientation knowledge in the national and international self-understanding of marketing ethics as well as transfer and action skills in the application of sustainable marketing management.		

Title of the course	Content Marketing
Scope	4 ECTS
Position in curriculum	Semester 1
Teaching and learning methods	ILV
Examination modalities	Final presentation
Course content	The course is dedicated to the creation of content with the goal of strategic usage of target group-appropriate content in marketing. The functionalization and application of aesthetics in the area of marketing is analyzed as a foundation and critically reflected against the background of necessary diversification processes for marketing strategies (keyword "brand identity") within the course of the "economics of attention" and the particularities of "prosumantion" (according to Töffler's term "prosumer") in the digital age.
Title of the course	Ethics in Marketing
Scope	2 ECTS
Position in curriculum	Semester 3
Teaching and learning methods	SE
Examination modalities	Seminar Thesis
Course content	Following a brief introduction of the historic development and current understanding of ethics in (Western) society and an overview of involved institutions, the seminar deals with current trends and tendencies. Sustainable marketing management includes corporate social responsibility (CSR), corporate cultural responsibility and ecological areas (example green event) and engagement with consumer ethics. Against the background of the globalization of markets and demographic restructuring of worldwide societies, transcultural and multicultural correlations play an important role for sustainable and ethically oriented marketing. The seminar especially focuses on the international model formation of ethics in marketing and role models for responsible present-day and future companies.

2.3.7 Module description Team Building

Module number:	Module title:	Scope:
TMB	**Team Building**	**1 ECTS**
Study program	Digital Marketing	
Position in curriculum	Semester 1	
Assignment to partial areas	Management	
Level	Introduction	
Previous knowledge	Basic knowledge project management	
Block course	No	
Group of participants	Bachelor graduates, freshmen	
Contribution to the following modules	MTR, consolidations	
Literature recommendations	Team Building • Gellert, M., & Nowak, C. (2010): Teamarbeit – Teamentwicklung – Teamberatung: Ein Praxisbuch für die Arbeit in und mit Teams. 4. Auflage, Limmer C	
Skill acquisition	• Team Building Graduates learn to organize themselves, form teams and manage these appropriately. They are able to detect correlations and communicate and act in a solution-oriented manner.	
Title of the course	**Team Building**	
Scope	1 ECTS	
Position in curriculum	Semester 1	
Teaching and learning methods	ILV	
Examination modalities	Practical exercise, active participation	
	Under the supervision of teachers, students as a group are introduced to the new context of university education at the master level. Furthermore, students learn to better understand interpersonal communication processes as they become aware of expectations and conditions and make these more transparent within the new context while also learning to work more efficiently.	

2.3.8 Module description Management & Law

Module number:	Module title:	Scope:
MTR	**Management & Law**	**6 ECTS**
Study program	Digital Marketing	
Position in curriculum	Semester 2	
Assignment to partial areas	Management	
Level	Introduction, building on each other	
Previous knowledge	Fundamentals of Business Administration	
Block course	No	
Group of participants	Bachelor graduates	
Contribution to the following modules		
Literature recommendations	Selected Legal Fields • Knyrim, R. (2015): Datenschutzrecht. Österreichisches Recht: Praxisbuch für richtiges Registrieren, Verarbeiten, Übermitteln, Zustimmen, Outsourcen, Werben uvm. 3. Auflage, Manz-Verlag • Ergänzend dazu: Aktuelle Gesetzestexte, OGH-Entscheide und Fallbeispiele • Datenschutz-Grundverordnung: Das neue Datenschutzrecht in Österreich und der EU (Praxishandbuch) Gebundenes Buch – 4. August 2016 Organizational Theory & Strategic Management • Bolman, D. (2017): Reframing Organizations - Artistry, Choice and Leadership. 6th Edition, John Wiley & Sons • Mintzberg, H., Ahlstrand, B., & Lampel, J. (2008): Strategy Safari - The Complete Guide Through the Wilds of Strategic Management. Prentice Hall • Porter, M. (2003): The Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press • Steinmann, H., Schreyögg, G., & Koch, J. (2013): Management, Grundlagen der Unternehmensführung, Konzepte -Funktionen - Fallstudien. Gabler	
Skill acquisition	• Selected Legal Fields Students gain elementary knowledge of legal fundamentals in the context of marketing measures on the web and its technologies. • Organizational Theory & Strategic Management Students are familiar with classic organizational theories and the fundamental statements of behavioral-theoretical, system-theoretical and situational approaches. Building on this, students gain the ability to independently use the most important analysis and planning instruments in order to get an overview of the company situation and its goals. Furthermore, they can define, coordinate and control company targets based on quantitative data.	

Title of the course	Selected Legal Fields
Scope	2 ECTS
Position in curriculum	Semester 2
Teaching and learning methods	ILV
Examination modalities	Written examination
Course content	The content comprises the following legal fields within the context of the web: private and public law, competition law and criminal law. Specifically procedures for identity and authenticity safeguarding, electronic signatures, data protection and e-commerce (international purchasing law, jurisdiction and enforcement questions) are addressed. The legal foundations of competition law, patent law and advertising on the Internet are also discussed in an international comparison.

Title of the course	Organizational Theory & Strategic Management
Scope	4 ECTS
Position in curriculum	Semester 2
Teaching and learning methods	ILV
Examination modalities	Written examination
Course content	The English-language course provides an initial introduction to classic organizational theories. Subsequently, symbolic theories and review concepts (reframing, organizational metaphors, reframing organizations) as well as various approaches are discussed. For the latter, the focus is on the following: - Behavioral-theoretical approaches - System-theoretical approaches - Situational approaches As a complement to topics of organizational theory, strategy fields in organization, marketing, competition, creativity and innovation are addressed in depth in the area of strategic management as well as the schools of strategic management according to Mintzberg (design, positioning, entrepreneur, planning, cultural, learning, environmental, cognitive, power and configuration schools). Finally, the instruments of strategic management (Five Forces, BCG matrix, SWOT, stakeholder matrix, ...) are introduced in detail.

2.3.9 Module description Crossmedia Production

Module number:	Module title:	Scope:
VT.CMP	**Crossmedia Production**	**12 ECTS**
Study program	Digital Marketing	
Position in curriculum	Semester 2 and 3	
Assignment to partial areas	Consolidation	
Level	Advanced knowledge	
Previous knowledge	WBW	
Block course	No	
Group of participants	Bachelor graduates	
Contribution to the following modules	PXT	
Literature recommendations	Crossmedia Production & Digital Design I • Fries, C. (2016): Grundlagen der Mediengestaltung. 5. Auflage, Hanser • Krömker, H. (2005): Handbuch Medienproduktion: Produktion von Film, Fernsehen, Hörfunk, Print, Internet, Mobilfunk und Musik. VS • Mahrdt, N. (2017): Crossmedia. 6. Auflage, Gabler • Shelly, G., & Campbell, J. (2017): Web Design. 6. Auflage, Shelly Cashman Crossmedia Production & Digital Design II • Kamp, W. (2017): AV-Mediengestaltung. 6. Auflage, Europa Lehrbuch • Müller-Kaltjoff, B. (2002): Cross-Media Management. Springer • Schmidt, U. (2010): Digitale Film- und Videotechnik. Hanser • Zettl, H. (2013): Video Basics 7. Wadsworth	
Skill acquisition	• Crossmedia Production & Digital Design I Students gain detailed knowledge with respect to convergence, crossmedia added value as well as content development & content management. They learn the basic techniques of web and screen designs and are able to apply the principles of usability for the independent creation of websites with multimedia content. • Crossmedia Production & Digital Design II Students are familiar with the design of time-based media, its technical background and professional production. Building on the first part of the module, they are also able to independently produce and combine crossmedia content according to target groups and integrate these in web-based media presences.	

Title of the course	Crossmedia Production & Digital Design I
Scope	6 ECTS
Position in curriculum	Semester 2
Teaching and learning methods	ILV
Examination modalities	Project work
Course content	At the beginning of the course, an introduction to crossmedia content production is given (content development, format development, crossmediality, convergence and crossmedia added value among others). Building on the course Fundamentals of the Web (Semester 1), conception and implementation of web presences is taught in theory and practice whereby the following topics are addressed more specifically: - Web and screen design - Usability - Design of interactive media - Advanced website programing with emphasis on HTML5 (or subsequent standards), WYSIWYG editor of Adobe CS (current version), integration of various media formats, netcasting & blogging software, further topics: CMS, Javascript& Ajax

Title of the course	Crossmedia Production & Digital Design II
Scope	6 ECTS
Position in curriculum	Semester 3
Teaching and learning methods	ILV
Examination modalities	Project work
Course content	The second part of the module focuses on the conception and production of audiovisual media. Central topics of the course include: - Characteristics and application areas of audiovisual media - Design of time-based media - Narration and narration techniques - Scientific work - Sound and image design The following topics are addressed in exercises: - Video technology (standards such as HD, SD, equipment) - Video production (pre-production, post-production & production) - Audio technology (microphoning, standards, equipment) - Audio production (recording, processing, editing, export) Students synthesize knowledge and abilities from both module parts within the context of project work.

2.3.10 Module description Social Media

Module number:	Module title:	Scope:
VT.SMA	**Social Media**	**12 ECTS**
Study program	Digital Marketing	
Position in curriculum	Semester 2 and 3	
Assignment to partial areas	Consolidation	
Level	Advanced knowledge	
Previous knowledge	WBW	
Block course	No	
Group of participants	Bachelor graduates	
Contribution to the following modules	PXT	
Literature recommendations	Social Media I • Grabs, A. Bannour, K., & Vogel, E. (2018): Follow me! Erfolgreiches Social Media Marketing mit Facebook, Twitter und Co., 5. Auflage, Rheinwerk Verlag. • Sterne, J. (2011): Social Media Monitoring - Analyse und Optimierung Ihres Social Media Marketings auf Facebook, Twitter, YouTube und Co. Mitp Social Media II • Easley, D., & Kleinberg, J. (2010): Networks, Crowds, and Markets - Reasoning about a Highly Connected World. Cambridge University Press • Russel, M. (2011): Mining the Social Web - Analyzing Data from Facebook, Twitter, LinkedIn, and Other Social Media Sites. O'Reilly	
Skill acquisition	• Social Media I Following the course, students are able to explain the fundamental instruments and methods for the usage of social media in private and professional scenarios. They are aware of the importance of essential instruments and the relevance of information, which can be explored via social media monitoring. • Social Media II Students are able to apply models, methods and approaches of social media marketing to specific application scenarios in the area of social media. They understand the possibilities of analyzing and evaluating data from (social) networks and are able to initialize, execute and interpret analyses with current software tools.	

Title of the course	Social Media I
Scope	6 ECTS
Position in curriculum	Semester 2
Teaching and learning methods	ILV
Examination modalities	Project work
Course content	The development history and characteristics of networks and social media for everyday usage in the private and professional sphere are depicted – from discussion forums and virtual organizational forms to crowdsourcing and user generated content. In addition to company networks and the visualization of added value, blogs, microblogs (Twitter) and social networks are further focal points. These are systematically introduced and examined based on their usability in companies and for communications between organizations and consumers. Aspects of mobile social marketing and social commerce are also developed in this context.
Title of the course	Social Media II
Scope	6 ECTS
Position in curriculum	Semester 3
Teaching and learning methods	ILV
Examination modalities	Project work
Course content	Building on the course "Social Media I", this course is focused on consolidating the applicability of social media instruments and channels. Fundamental theoretical approaches and methods for acquiring network data and various analysis procedures are conveyed. Data from the first course is reviewed and evaluated via software tools. Based on these activities, fundamental analysis options in social networks and possible conclusions are discussed. The following questions are at the core of the matter: How can interactions in social networks such as LinkedIn, Facebook and Instagram be evaluated, visualized and used and which conclusions can be drawn from it. Building on analyses, central elements for the development of (social media) strategies for applications in companies and on consumer markets are introduced.

2.3.11   Module description Electives

Module number:	Module title:	Scope:
ELE	Electives	6 ECTS
Study program	Digital Marketing	
Position in curriculum	Semester 3 and 4	
Assignment to partial areas	Electives	
Level	Introduction	
Previous knowledge	None	
Block course	Yes	
Group of participants	Bachelor graduates	
Contribution to the following modules	PXT	
Literature recommendations	Elective I: in case of "Media Skills" • Liessmann, K. (2011): Theorie der Unbildung. Piper • Luhmann, N. (2017): Die Realität der Massenmedien. 5. Auflage, VS • Meyer, T. (2001): Mediokratie. VS • Münch, R. (1992): Dialektik der Kommunikationsgesellschaft. Suhrkamp Elective II: Crisis Communication • Ditges, F., Höbel, P., & Hofmann, T. (2014): Krisenkommunikation. 2. Auflage, UVK Verlag • Nolting, T. (Hrgs.) (2008): Krisenmanagement in der Mediengesellschaft. VS Puttenat, Da. (2009): Praxishandbuch Krisenkommunikation. Gabler • Laumer, R. (2010): Krisen-PR. 2. Auflage, Münster: Daedalus • Hauser, T. (2004): Krisen-PR von Unternehmen: Analyse von Kommunikationsstrategien anhand ausgewählter Krisenfälle. Münster: FGM	
Skill acquisition	• Elective I: Media Competence Students learn to work with classic and new media: They are aware of the basic features of modern media theories and can describe the fragmentation of the public and associated phenomena of Daily Me (Negroponte), know the various typifications of media, can explain media and its characteristics, production techniques and production conditions and are able to actively use media themselves. • Elective II: Crisis Communication Students possess theoretical knowledge (internal and external) of crisis communication and the skill to apply this knowledge in various (stressful) situations. They learn about their own and the group's response to stressful situations, are familiar with counter-strategies and know how to use these in a calming manner.	
Title of the course	Elective I	
Scope	3 ECTS	
Position in curriculum	Semester 3	
Teaching and learning methods	ILV	
Examination modalities	Course with immanent examination character	

Course content	Within the context of electives, students at FH Kufstein Tirol have the opportunity to gain interdisciplinary knowledge: Each master degree program at FH Kufstein Tirol offers courses with a scope of 3 ECTS in the third and fourth semester, which are open to all master students at FH Kufstein Tirol. Participating in electives of one's own degree program is possible but not mandatory. "Media Skills" is one option: Content of the theoretical part of the course: - Introduction to media theory at the master level - Various classifications of media - Characteristics of various media (emphasis: print, AV, Internet) - Public communications in times of sociological fragmentation - Individual media usage behavior in the total social context - Media effect - Mass media in Austria In the practical part of the course, students experience how to deal with media following an introduction that conveys subject-specific knowledge: - Internet & social networks - Interview training - Rhetorical training - Discussion training - Camera training

Title of the course	Elective II
Scope	3 ECTS
Position in curriculum	Semester 4
Teaching and learning methods	ILV
Examination modalities	Course with immanent examination character
Course content	Within the context of electives, students at FH Kufstein Tirol have the opportunity to gain interdisciplinary knowledge: Each master degree program at FH Kufstein Tirol offers courses with a scope of 3 ECTS in the third and fourth semester, which are open to all master students at FH Kufstein Tirol. Participating in electives of one's own degree program is possible but not mandatory. "Crisis Management & Communication" is one option: Content of the theoretical part of the course: - Introduction to crisis management - Forms, causes and effects of crises - Change management/Issue Management/Risk Management/Crisis management - Focal point crisis communication --- Case studies (i.a. Brent Spar) --- Crisis prevention --- Dealing with crises --- Forming a crisis team --- Message development --- Media competence In one of the exercises, students transfer their theoretical knowledge into practice by means of a simulation game: A crisis scenario is played out over several hours in which students take on the role of the company's communications department. The crisis scenario is characterized by realism: Limited access to information, uncertainty, time pressure, public pressure due to (fictitious) interventions from politics, police and media, disloyalty of employees force students to recall their knowledge in a stressful situation and experience group dynamics in crisis times as they experience and discover their own role in the process. The exercise ends with a scenario-related debriefing and an extensive subsequent course discussion.

2.3.12   Module description Practical Transfer

Module number:	Module title:	Scope:
PXT	**Practical Transfer**	**9 ECTS**
Study program	Digital Marketing	
Position in curriculum	Semester 3	
Assignment to partial areas	Practical Transfer	
Level	Advanced	
Previous knowledge	DMB, WBW, TMB	
Block course	No	
Group of participants	Advanced	
Contribution to the following modules	WAM	
Literature recommendations	Practical Project • Friedrichsmeier, H. (2011): Fallstudien: Entwicklung und Einsatz von Fallstudien. 2. Auflage, Linde • Tiemeyer, E. (2004): Projekte im Griff. Bertelsmann Study Trip • Thomas, A. (Hrsg.) (2003): Handbuch Interkulturelle Kommunikation und Kooperation. Bd. 1: Grundlagen und Praxisfelder. Vandenhoeck&Ruprecht • Thomas, A. (Hrsg.) (2003): Handbuch Interkulturelle Kommunikation und Kooperation. Bd. 2: Grundlagen und Praxisfelder. Vandenhoeck&Ruprecht • Jones, E. (2006): CulturesMerging. Princeton, Princeton University Press	
Skill acquisition	Practical project Students synthesize subject-specific and theoretical knowledge from project management and team building in order to independently prepare, organize, implement and evaluate complex projects. Study Trip Students understand the main cultural currents as well as the subject-relevant discourse and economic organization in the respective foreign country and are able to reflect on cultural differences.	

Title of the course	Practical Project
Scope	6 ECTS
Position in curriculum	Semester 3
Teaching and learning methods	PT
Examination modalities	Project work (including project documentation and final report)
Course content	Students learn to implement gained knowledge through independent work. They independently perform the entire implementation of a complex project – which includes conceptualization, budgeting and execution as well as the evaluation and interpretation of results. Projects are performed in student teams under independent leadership and team formation so as to also enhance the students' social skills. Especially important abilities include analyzing recipient behavior, economically responsible decision-making skills, risk management, intercultural action skills, organizational and social skills, budgeting skills, sponsoring and project management. Aforementioned learning and teaching goals are ensured by realistically implementing a solution approach.

Title of the course	Study Trip
Scope	3 ECTS
Position in curriculum	Semester 3
Teaching and learning methods	ILV
Examination modalities	Course with immanent examination character
Course content	The study trip affords students the opportunity to acquire intercultural skills. Under the instruction of course leadership, students learn about potential study trip destinations, research relevant data and facts about the target country and organize the program independently: Students spend a week in an international environment as they visit companies and attend lectures at partner universities while also taking in other presentations and events, which ensures that students acquire an understanding of the main cultural currents of the respective country. Discussions with specialists and executives, visits to foreign trade centers as well as economic and social associations complement the international, character-building experience of the study trip.

2.3.13 Module description Scientific Work

Module number:	Module title:	Scope:
WAM	**Scientific Work**	**28 ECTS**
Study program	Digital Marketing	
Position in curriculum	Semester 2 and 4	
Assignment to partial areas	Practical Transfer	
Level	Advanced knowledge	
Previous knowledge	Basic features and techniques of scientific work (bachelor level)	
Block course	No	
Group of participants	Advanced	
Contribution to the following modules		
Literature recommendations	Scientific Work • Ebster, C., & Stalzer, L. (2017): Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschafter. Semester 5 Auflage, WUV • Franck, N. (2017): Handbuch Wissenschaftliches Arbeiten. 3. Auflage, UTB Verlag Master Thesis & Colloquium • Atteslander, P. (2010): Methoden der empirischen Sozialforschung. 13. Auflage, ESV • Eco, U. (2019): Wie man eine wissenschaftliche Abschlussarbeit schreibt. 13. Auflage, C.F. Müller	
Skill acquisition	Scientific Work Students are familiar with the methods of empirical social research, their strengths and weaknesses and application areas. They also learn to correctly analyze and evaluate data. Furthermore, they are able to independently prepare and correctly structure complex research work in terms of methodology. Master Thesis & Colloquium Students can correctly execute independently developed, complex scientific research endeavors.	
Title of the course	**Scientific Work**	
Scope	4 ECTS	
Position in curriculum	Semester 2	
Teaching and learning methods	SE	
Examination modalities	Research paper	
Course content	Students gain consolidating knowledge in the area of scientific work and are able to develop complex scientific questions as well as create and check research designs, which implies an advanced level of structure and content as well as of form and language. The practical development of the aforementioned knowledge prepares students both formally and methodologically for the writing of a master thesis – exposition and critical questioning of the scientific methodology of the master thesis are also taken into account. Possible topics and hypotheses are discussed in order to support students in their search for relevant and highly qualitative research areas.	
Title of the course	**Master Thesis & Colloquium**	
Scope	24 ECTS	
Position in curriculum	Semester 4	
Teaching and learning methods	SE	
Examination modalities	Scientific Work	

Course content	The topic of the master thesis is selected from the topical range of the study program (Digital Marketing). The developed problem area is prepared based on an academic paper – this, of course, is done independently and without the help of others (stating sources and means). This modus operandi ensures that students are able to work on a problem in a scientific and application-oriented manner. Students are supervised and accompanied in the preparation of their master thesis within the context of the colloquium for the master thesis. They independently search for topics and develop an outline and time schedule – first and foremost by critically examining possible problem areas and hypotheses. The supervisor guides the students as scientific methodology, formal design and time management are discussed within the context of individual coaching.

3 ADMISSION CRITERIA

Section 4 of the University of Applied Sciences Act (FHG) in the valid version regulates the general admission criteria. Thus, the completed subject-specific university of applied sciences bachelor degree program or the completion of an equivalent study program at a recognized domestic or foreign post-secondary educational institute constitutes the subject-related admission criteria for a university of applied sciences master degree program.

1. For the present application, subject-specific refers to bachelor degree programs or equivalent post-secondary educational degrees in social and economic-scientific subjects (according to ISCED 2013, Fields of Education and Training 03/04) that summarily deal with the core subject areas of marketing, communications, management and business administration (according to ISCED 2013, Fields of Education and Training 031/032/041) within a total scope of at least 30 ECTS.

2. In the structure of its study program, FH Kufstein Tirol envisages networking between bachelor and master degree programs in accordance with the Bologna Process: After the successful completion of a bachelor degree program, graduates have multiple options at their disposal with respect to pursuing a master's degree at FH Kufstein Tirol or at another university. Graduates of the following degree programs at FH Kufstein Tirol (regardless of the organizational form) are admitted to the present master degree program based on the aforementioned subject-specific prior education:

   • Marketing & Communication Management
   • International Business & Management
   • Sports, Culture & Event Management
   • Business Management
   • Web Business & Technology

3. At FH Kufstein Tirol, German and English are the teaching and examination languages for all degree programs. Thus, students from non-German-speaking foreign countries must provide respective documentation in the subject German.

4. The examination of the fulfillment of admission criteria is the responsibility of the Director of Studies of the master degree program "Digital Marketing".