Study regulations of Master's degree program

Sports, Culture & Events Management
(full-time)

Graduating as

Master of Arts in Business,
abbreviated MA

Appendix to the charter of FH Kufstein Tyrol

Organizational form: full-time (ft)
Total number of semesters: 4 semesters
Total program ECTS credits:120 ECTS
Starting places of the university of applied science: 32

Based on Version 1.1 of 20th October 2014

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 PROFILE & QUALIFICATION OBJECTIVES

1.1 Where our graduates work

There are a wide range of career opportunities on a regional, national or international level open to graduates of the master degree program in Sports, Culture & Events Management. The leadership competences they acquire throughout their studies together with an awareness of social, ecological, economic and ethical responsibility allow graduates to take up management positions in sports and cultural organisations as well as in sports-related and culture-related event management. Specialised knowledge of festivals, sport events and the development of urban and regional spaces opens doors to positions in companies, regional bodies and (holding) organisations. As a result of economic, sports and cultural globalisation, international projects are becoming increasingly significant for sport, culture and event management organisations, opening work opportunities in international and intercultural project management, in strategic event planning for urban and regional spaces, in sustainable destination management for sport, culture and event tourism, as well as in general departments of acquisition of funding and in procurement.

The master degree program in Sports, Culture & Events Management gives graduates the skills and knowledge for managerial positions in the fields of marketing, personnel, funding and financial controlling, project management as well as conceptualising various types of event, in areas such as:

- international project management in the area of sports, culture and events, such as festivals, international sport and culture organisations as well as conventions and sports competitions, in the fields of acquisition and marketing, international communication, fundraising and public funding, financial controlling, as well as guest and athlete support.
- international project management in sports, culture and event tourism in the fields of acquisition and marketing, fundraising, financial controlling, cooperation and event concepts.
- management positions in sport, culture and event centres and organisations, in particular in the fields of personnel management, marketing, procurement and in sales.
- sustainable concepts for regional governance projects in cooperation with those involved in sports, culture and events.
- project management and event concepts in city tourism with a focus on sports, culture and events.
- management positions in event, consulting and marketing agencies
- venue management in sports, culture and event facilities, including in the area of budgeting and risk management.

1.2 Qualification objectives and learning outcomes

The content of the program qualifies graduates for the tasks and occupations described above. The necessary learning outcomes are achieved through introductory and advanced courses which, due to the structure of the curriculum, are focussed on two main areas:

a) introductory **bridge courses** allow students to acquire the basics of subjects in which they have little or no background.
b) **optional modules** offer a more in-depth approach to two specific subject areas.

First-semester students choose two of the following five introductory **bridge courses**: **International Sports Management, International Cultural Management, International Events Management, International Financial Management** and **Fundamentals in Social Research**. These courses allow students to acquire the basics of subjects which they may not have taken in their past bachelor or master degree(s) in the following areas: they are familiar with the structures in sports, culture and events and can make competent decisions based on these. They understand international finance connections, and can discuss these in relation to examples and apply to other cases. They acquire an overview of the main research methods and instruments within the field of social studies and can argue which methods best suit certain research aims. They are in a position to discuss and reflect on central connections in their field in a competent manner.

In the **core modules** students acquire knowledge as well as the ability to transfer and apply that knowledge in the areas of **Strategic Management & Strategic Marketing, Events, Finance & Sustainability** as well as **Marketing & Communication Management**.

In **Strategic Management & Strategic Marketing**, students learn to differ between core concepts of strategic management and those of strategic marketing and to use these concepts appropriately (**Strategic & Innovation Management** and **Strategic Marketing**). This puts them in the position to achieve the aims of an organisation in a sustainable manner. Another key aspect of this module is supporting colleagues in their further development, to recognise their loyalty to the company as a relevant resource and to inspire this loyalty, as well as applying strategies of sustainable and appropriate staff recruitment (**Strategic Human Resource Management**).

The **Events** module includes central strategic areas of event management as well as emerging event types. Students acquire strategic and operative know-how in relation to event budgeting, they learn how to assess the necessary dynamics and risks involved in organising events and how to incorporate these in the event budget (**Event Budgeting**). Students learn to use suitable instruments to assess, measure and apply to instability factors (**Risk Management**) as well as the challenges presented by, for example, venue management such as security and crowd management.

Festival Studies and **Digital Events** are among the current, rapid-growth research and application areas. Festivals have followed a similar traditional format for over the last 100 years and have only in recent years been researched from a more theoretical perspective, in particular in the name of international cooperation and exchange. Digital Events, on the other hand, is a current, ground-breaking trend in event management. Students acquire a basis in theoretical models and scientific reflection as well as in the central operative aspects of both types of event. They have the knowledge and skills to organise an event in keeping with current digital media. They have acquired an understanding of the multi-faceted festival formats and can apply this understanding to a festival concept. They are partic-

ularly familiar with the challenges presented by funding and procurement, they can reflect on and apply the significance of cultural transfer in festivals and digital events as well as acknowledge the potential and limits of digital communications in planning and implementing a festival concept.

Finance & Sustainability: Sustainability and funding in sports, culture and event organisations is the focus of the courses in **Sustainability in Sports, Culture and Events Management, Funding in Sports, Funding in Culture** and **Sponsoring.** Students learn the basics of the specific requirements and general framework through which sustainability and both public and private funding can be acquired. They can recognise and critically reflect on ideological connections with public and business funding and take these into consideration in their strategies. From this they develop a sense of responsibility for ecology, economy, and a society rich in diversity, placing them on a level playing field when it comes to forming partnerships.

Marketing & Communication Management: With **Communication Management** students acquire the necessary skills for arranging communications processes. The course reaches beyond the classic marketing field of application to the business aspects of communications politics, communications studies and psychological perspectives, also encompassing aspects of ethically reflected and responsible public relations. Through **Digital Marketing**, students acquire the competence to evaluate the suitability and relevance of new media and technologies to the communications of an organisation in different sectors, and to use the opportunities offered by these media and technologies in an ethically responsible manner.

Each **optional module** stretches over two semesters. From a total of five modules (**Venue Management, Urban Studies & City Development, Strategic Events Management, Strategic Project Development** and **Destination Management)**, students choose two, and each of these are taken for two semesters. Depending on the modules selected, students will become familiar with the necessary legal and economic basics of sports, culture and event organisations and can evaluate design and impact options in their areas of specialisation. They learn to recognise the role sports, culture and events entities play in the sociology and economics of different spaces and places, as well as important financial strategies in the area of tourism and destination management. They know of the historic aspects and intercultural sensitivity of the cities they work in and with. They are aware of the emotional power of sport and culture, and can use this responsibly, without exploiting it financially, creating concepts in the spirit of diversity with ethical and ecological values.

Social & Intercultural Competences are among the indispensable basics for management in the area of sports, culture and events. In the courses **Leadership Skills** and **Team Building** students recognise the importance of social competence in leadership positions and learn to apply these. **Media Training** conveys the idea of critical reflection in relation to conduct and dealing with the media and the media public, and how students can model their professional conduct in a manner appropriate in a heavily media-influenced society.

Intercultural Competences consists of courses in **Intercultural Theory, Intercultural Management**, **International Study Trip** und **Business Ethics**. In **Intercultural Theory** students are introduced to basic theory and become familiar with the relativity of cultural moulding. They learn to comprehend the intercultural dimensions of financial issues in tourism and destination management and can use interculturality innovatively. **Intercultural Management** enables students to lead international projects and teams and to see cultural differences as a strength. **Business Ethics** shows students the advantages of considering connections between people over simply focussing on profit and

opens international perspectives for sustainable partnerships. For the **International Study Trip**, students and staff decide on a destination together, and experience intercultural challenges through discussions with artists, athletes, organisers, etc., and reflect on these based on the theory and competences they have acquired in their studies, further developing competences in reflection and communication.

In the module **International Trends & Policy** students are imparted with the basics of the influence that the politics of sport and culture can have as well as outlooks on future trends. The course **International Sports and Cultural Policy** offers students an overview of the political framework of sports and culture from an international perspective, with a particular focus on the EU. They learn to classify facilities and assistance as well as a basic legal framework and international cooperation, reflect on these and use them in conceptual strategies. They become aware of the operative guidelines, for example, for applications for public funding and are familiar with political hierarchies. As part of the course in **International Trends in Sports, Culture and Events Management**, new approaches in politics, civil society and economy are discussed, allowing students to develop these ideas further, to put them into practice and/or to critically analyse them.

Business Transfer & Empirical Studies delves deeper into the competences the students have already acquired by approaching them from a scientific perspective and reflecting on them in relation to potential professions and presenting them in different formats. This includes **Management Research, Business Projects, Electives** and **Master Thesis Research**. In the module **Management Research**, students take the courses **Sports Management Research** and **Cultural Management Research**, where they further their knowledge based on current articles from scientific journals and, in this way, develop a deeper understanding of the connections between theoretical approaches and empirical research. In both **Business Projects,** students combine their knowledge of project management with the technical aspects of sports, culture and event organisations by applying them to occupation-related projects, later reflecting on the processes they used. In this way, they deepen their occupation-related and scientifically sound project management competences

In the Electives, students deepen their ability to reflect on developments in the fields of sport, culture and event management in a scientifically sound manner through discussions with experts from these fields. In this way, they further their ability to reflect on current developments in occupations in these areas. The module **Master Thesis Research** is divided into **Research Methods, Thesis Preparation Seminar, Master Thesis Seminar** and the **Master Thesis**. In **Research Methods** students acquire further skills in qualitative and quantitative research methodologies and acquire the methodological competences needed to write a Master thesis. The **Thesis Preparation Seminar** guides students in the development and discussion of scientific approaches to research and in creating their own outline with appropriate research questions and the inclusion of appropriate theory-based hypotheses. The **Master Thesis Seminar** gives students the opportunity to discuss difficulties that arise as they write their paper and search for solutions together. This course deepens students' reflection and problem-solving abilities. With their **Master Thesis** students show that they have acquired the competence to work through problems that may arise in their future field of work by applying theory and methodology from the literature.

2 CURRICULUM

2.1 Curriculum overview

	full-time	Comments
Commencing in academic year	2015/16	
Total number of semesters	4	
Total number of semester weeks	60	
Weeks of teaching per semester	15	
Total contact hours of compulsory courses in program	900	
Total program ECTS credits	120	
Start of winter semester Date, calendar week	28/09/2015 40	
End of winter semester Date, calendar week	13/02/2016 6	
Start of summer semester Date, calendar week	07/03/2016 10	
End of summer semester Date, calendar week	16/07/2016 28	
Weeks in winter semester	15	
Weeks in summer semester	15	

	full-time	Comments
Compulsory semester abroad per semester	no	A compulsory semester abroad is not part of the program, although they go on an organised trip in the second semester.

	full-time	Comments
Language of instruction	English	100% of the courses are held in English.
Internship (per semester, length in weeks per semester)	no	

2.2 Curriculum matrix

MASTER DEGREE PROGRAM SPORTS, CULTURE & EVENTS MANAGEMENT								

SEMESTER 1

LV-Nr.	LV-Bezeichnung	LV-Typ	SWS	Anzahl Gruppen	ASWS	ALVS	Modul	ECTS
	BRIDGE COURSES (2 OUT OF 5 COURSES MUST BE CHOSEN)							
BC.SPO.1	International Sports Management	SE	2	1	2	30	BC.SPO	4
BC.CUL.1	International Cultural Management	SE	2	1	2	30	BC.CUL	4
BC.EVE.1	International Events Management	SE	2	1	2	30	BC.EVE	4
BC.CON.1	International Financial Management	SE	2	1	2	30	BC.CON	4
BC.FSR.1	Fundamentals in Social Research	SE	2	1	2	30	BC.FSR.1	4
	CORE MODULES							
STR.1	Strategic & Innovation Management	SE	1	1	1	15	STR	2
SOC.1	Leadership Skills	ILV	2	1	2	30	SOC	3
ICM.1	Intercultural Theory	VO	1	1	1	15	ICM	1
STR.2	Strategic Marketing	SE	2	1	2	30	STR	4
SOC.2	Team Building (Outdoor Training)	VO	2	1	2	30	SOC	2
FSU.1	Sustainability in Sports, Culture & Events Management	SE	2	1	2	30	FSU	4
EVE.1	Events Budgeting	UE	1	1	1	15	EVE	2
MCM.1	Communication Management	ILV	2	1	2	30	MCM	3
EVE.2	Risk Management	VO	1	1	1	15	EVE	1
Total line:			**18**		**24**	**360**		**30**
LVS = Summe SWS*LV-Wochen			270					

SEMESTER 2

LV-Nr.	LV-Bezeichnung	LV-Typ	SWS	Anzahl Gruppen	ASWS	ALVS	Modul	ECTS
	CORE MODULES							
MTR.1	Research Methods	SE	2	1	2	30	MTR	4
ICM.2	International Study Trip	ILV	2	2	4	60	ICM	3
ICM.3	Intercultural Management	VO	1	1	1	15	ICM	1
BPR.1	Business Project I	PR	2	2	4	60	BPR	4
FSU.2	Sponsoring	VO	1	1	1	15	FSU	1
FSU.3	Funding in Sports	SE	1	1	1	15	FSU	2
FSU.4	Funding in Culture	SE	1	1	1	15	FSU	2
MCM.2	Digital Marketing I	VO	2	1	2	30	MCM	2
EVE.3	Festival Studies	ILV	2	1	2	30	EVE	3
	OPTIONAL MODULES (2 OUT OF 5 MODULES MUST BE CHOSEN)							
OM.VEM.1	Venue Management: Fundamentals	SE	2	1	2	30	OM.VEM	4
OM.UCD.1	Urban Studies & City Development: Urban Studies	SE	2	1	2	30	OM.UCD	4
OM.SEM.1	Strategic Events Management: Sports Events	SE	2	1	2	30	OM.SEM	4
OM.SPD.1	Strategic Project Development: Fundamentals	SE	2	1	2	30	OM.SPD	4
OM.DEM.1	Destination Management: Developed Destinations	SE	2	1	2	30	OM.DEM	4
Total line:			**18**		**28**	**420**		**30**

LVS = Summe SWS*LV-Wochen			270					

SEMESTER 3

LV-Nr.	LV-Bezeichnung	LV-Typ	SWS	Anzahl Gruppen	ASWS	ALVS	Modul	ECTS
	CORE MODULES							
MRE.1	Sports Management Research	SE	1	1	1	15	MRE	2
MRE.2	Cultural Management Research	SE	1	1	1	15	MRE	2
ELE.1	Elective I	ILV	2	2	4	60	ELE	3
BPR.2	Business Project II	PR	2	2	4	60	BPR	4
STR.3	Strategic Human Resource Management	SE	1	1	1	15	STR	2
MCM.3	Digital Marketing II	SE	2	1	2	30	MCM	4
INT.1	International Sports & Cultural Politics	ILV	2	1	2	30	INT	3
MTR.2	Thesis Preparation Seminar	SE	1	1	1	15	MTR	2
	OPTIONAL MODULES (2 OUT OF 5 MODULES MUST BE CHOSEN)							
OM.VEM.2	Venue Management: Sports & Cultural Venues	SE	2	1	2	30	OM.VEM	4
OM.UCD.2	Urban Studies & City Development: City Development	SE	2	1	2	30	OM.UCD	4
OM.SEM.2	Strategic Events Management: Cultural Events	SE	2	1	2	30	OM.SEM	4
OM.SPD.2	Strategic Project Development: Leisure Project Development	SE	2	1	2	30	OM.SPD	4
OM.DEM.2	Destination Management: Emerging Destinations	SE	2	1	2	30	OM.DEM	4
Total line:			**16**		**26**	**390**		**30**
LVS = Summe SWS*LV-Wochen			240					

SEMESTER 4

LV-Nr.	LV-Bezeichnung	LV-Typ	SWS	Anzahl Gruppen	ASWS	ALVS	Modul	ECTS
	CORE MODULES							
ELE.2	Elective II	ILV	2	2	4	60	ELE	3
EVE.5	Digital Events	SE	1	1	1	15	EVE	2
SOC.3	Media Training	VO	2	2	4	60	SOC	2
INT.2	International Trends in Sports, Culture & Events Management	SE	1	1	1	15	INT	2
ICM.4	Business Ethics	VO	1	1	1	15	ICM	1
MTR.3	Master Thesis Seminar	SE	1	1	1	15	MTR	2
MTR.4	Master Thesis	MA	0	30	18	270	MTR	18
Total line:			**8**		**30**	**450**		**30**
LVS = Summe SWS*LV-Wochen			120					

Total line all semesters			**60**		**108**			**120**
Total line all semesters			900					

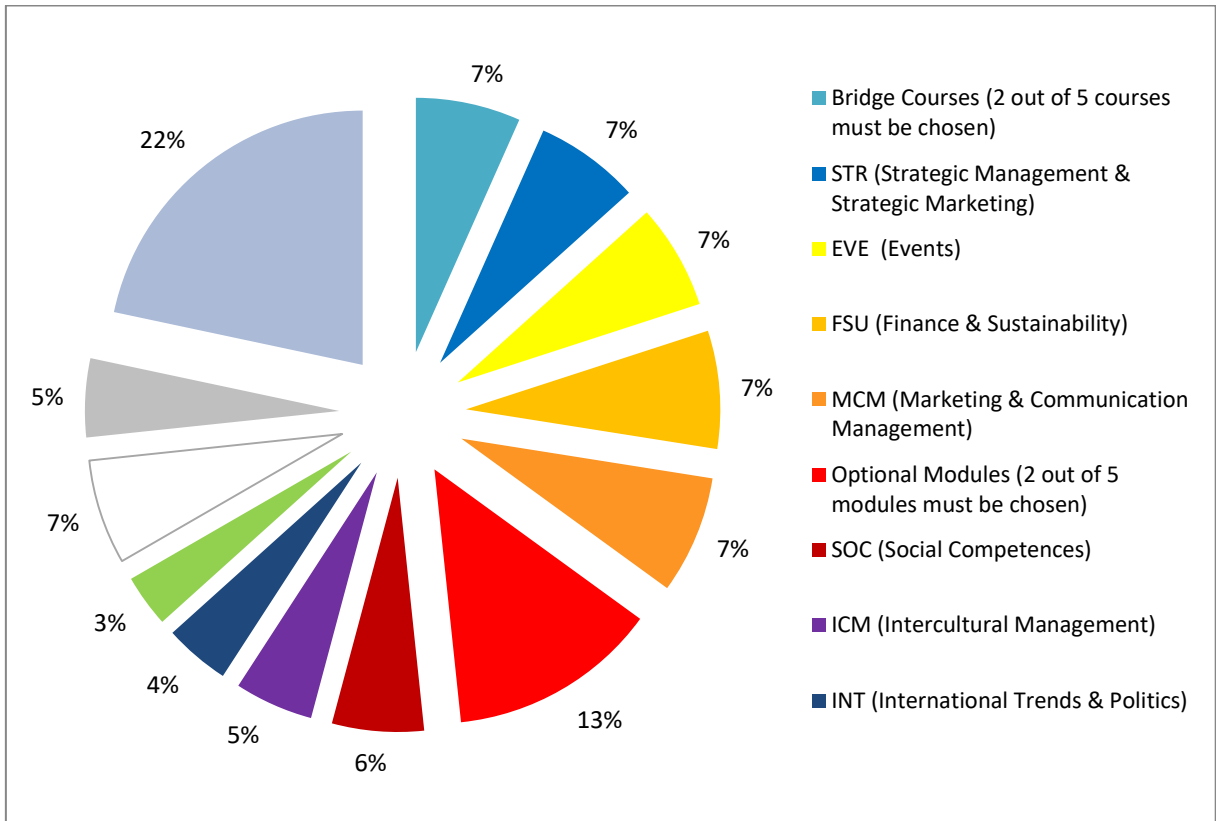| Abbreviations		Translation
LV	Lehrveranstaltung	course unit
LV-Nr.	Nummer der Lehrveranstaltung	course unit code
LV-Bezeichnung	Name der Lehrveranstaltung	course unit title
LVS	Lehrveranstaltungsstunde(n)	course hour
Anzahl Gruppen	Anzahl Gruppen	number of groups
ALVS	Angebotene LVS	number of course hours offered per semester (NCHS)
SWS	Semesterwochenstunde(n)	weekly hours per semester (WHS)
ASWS	Angebotene SWS	number of weekly hours offered per semester (NWHS)
ECTS	ECTS-Anrechnungspunkte	number of ECTS credits allocated
LVS = Summe SWS*LV-Wochen		course hours = total WHS* course weeks
LV-Typ	Lehrvanstaltungstyp	type of course unit
ILV	Integrierte Lehrveranstaltung	Integrated Course
VO	Vorlesung	Lecture
PT	Projekt	Project
SE	Seminar	Seminar
UE	Übung	Tutorial
MA	Masterarbeit	Master Thesis

2.3 Modul descriptions

The full-time program is divided into 20 interconnected modules. The following abbreviations are used in the module descriptors below and are also regularly used in other contexts to refer to the modules:

Bridge Courses (2 out of 5 courses must be chosen)	
BC.SPO	Bridge Course: International Sports Management
BC.CUL	Bridge Course: International Cultural Management
BC.EVE	Bridge Course: International Events Management
BC.CON	Bridge Course: International Financial Management
BC.FSR	Bridge Course: Fundamentals in Social Research
Core Modules	
STR	Strategic Management & Strategic Marketing
EVE	Events
FSU	Finance & Sustainability
MCM	Marketing & Communication Management
Optional Modules (2 out of 5 modules must be chosen)	
OM.VEM	Optional Module: Venue Management
OM.UCD	Optional Module: Urban Studies & City Development
OM.SEM	Optional Module: Strategic Events Management
OM.SPD	Optional Module: Strategic Project Development
OM.DEM	Optional Module: Destination Management
Social & Intercultural Competences	
SOC	Social Competences
ICM	Intercultural Management
INT	International Trends & Politics
Business Transfer & Empirical Studies	
MRE	Management Research
BPR	Business Projects
ELE	Electives
MTR	Master Thesis & Master Thesis Research

The modules are organised as follows:
- Bridge courses in International Sports, Cultural & Events Management (BC.SPO, BC.CUL and BC.EVE), in International Financial Management (BC.CON) und Fundamentals in Social Research (BC.FSR). Students choose two of these five courses.
- Core modules in Strategic Management & Strategic Marketing (STR), Events (EVE), Finance & Sustainability (FSU) und Marketing & Communication Management (MCM)
- Optional modules OM.VEM, OM.UCD, OM.SEM, OM.SPD and OM.DEM
- Social & Intercultural Competences (SOC, INT, ICM)
- Practical training and research, business transfer and empirical studies (MRE, BPR, ELE, MTR, MTH) and electives from throughout the university (ELE)

Each student selects two of the five bridge courses as well as two of the five optional modules, with the total ECTS credits for the program allocated as below:

Pie chart legend:
- ■ Bridge Courses (2 out of 5 courses must be chosen)
- ■ STR (Strategic Management & Strategic Marketing)
- ■ EVE (Events)
- ■ FSU (Finance & Sustainability)
- ■ MCM (Marketing & Communication Management)
- ■ Optional Modules (2 out of 5 modules must be chosen)
- ■ SOC (Social Competences)
- ■ ICM (Intercultural Management)
- ■ INT (International Trends & Politics)

Pie chart values: 7%, 7%, 7%, 7%, 7%, 13%, 6%, 5%, 4%, 3%, 7%, 5%, 22%

number of module:	title of module:	extent:
BM.SPO	**Bridge Course:** **International Sports Management**	**4 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 1	
allocation to branches	Bridge Course	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	no	
group of participants	Bachelor	
contribution to the subsequent modules	Optional Modules	
recommended reading list	Giulianotti, R. & Robertson, R. (2007). Globalization and Sport. Chichester: Wiley-Blackwell. Jarvie, G. (2012). Sport, Culture and Society. An Introduction. 2nd edition. London: Routledge. Maguire, J. (2014). Social Sciences in Sport. Champaign, Ill.: Human Kinetics. Robson, S. & Simpson, K. & Leach, R (2013). Strategic Sport Development. London: Routledge. Trenberth, L. & Hassan, D. (2012). Managing Sport Business. An Introduction. London: Routledge. Li, M., MacIntosh, E.W. & Bravo, G.A. (2012). International Sport Management. Champaign, Ill.: Human Kinetics.	
learning outcomes of course unit	The students understand the specific characteristics of the international sports market. They are able to reflect the fundamental concepts and theories in the field of international sports and sports management. They 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. They know about the structures of global governance in sports.	
course unit title	**International Sports Management**	
extent	4 ECTS	
semester	Semester 1	
forms of teaching and studying	SE	
examination modalities	written examination	
contents of course	Specific characteristics of the international sports market, fundamental concepts and theories of international sports and sports management, structure of the sports system in international and comparative perspective, globalization and global governance in sport.	

number of module:	title of module:	extent:
BM.CUL	**Bridge Course:** **International Cultural Management**	**4 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 1	
allocation to branches	Bridge Course	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	no	
group of participants	Bachelor	
contribution to the subsequent modules	Optional Modules	
recommended reading list	Anheier, Helmut (2007): Conflicts and tensions, Sage Publications (Excerpts) Anheier, Helmut. (2010): Cultural expression, creativity and innovation, Sage Publications (Excerpts) ARTS COUNCIL (ed) (2014): Understanding the values and impacts of cultural experiences Chong, Derrick (2010): Arts management. 2. ed., London: Routledge. Hall, Stuart (ed.) (2010): Questions of cultural identity. Sage Publications (Excerpts) Dragićević -Šešić, Milena (2005): Arts management in turbulent times. Amsterdam: European Cultural Foundation. Lapierre, Laurent (2001): Leadership and arts management. In: International Journal of arts management, 3(3), 4-12. Kolb, Bonita M. (2013): Marketing for cultural organizations. New strategies for attracting and engaging Audiences. London: Routledge. Geertz, Clifford (1973): The interpretation of cultures. New York: Basic Books Sachse, Uwe (2012): Internationalization and mode switching: performance, strategy and timing. Wiesbaden: Gabler. S. 11-93. International Journal of Arts Management (Montreal)	
learning outcomes of course unit	Students have integrative knowledge of and the ability to interpret: • The structure of the cultural activities and arts institutions including its key players (artists, curators, promoters, financiers, the audience) as well as organizational forms. • The relationship of cultural studies to cultural management. Alongside this exemplary knowledge, students gain insights into key questions connected to cultural management, such as positive and negative aspects of identity-formation and the concern for socially and ethnic equalized representation. Students are able to discuss the tasks of cultural organizations and cultural activities in an international context.	

course unit title	**International Cultural Management**
extent	4 ECTS
semester	Semester 1
forms of teaching and studying	SE
examination modalities	written examination
contents of course	The seminar focuses on the fundamental concepts and structures of cultural activities and arts organizations in an international context: - Understanding cultural organizations by knowing their key stakeholders (sponsors, funding institutions, foundations, sales promoters, curators, artists) and basic tasks (museums, theaters, festivals, etc.) - Non-profit organizations and institutions subject to public law: tasks and challenges exemplified by European and US-American cultural activities. - International programs and cultural transfer: grades of international exchange, dominance of cultures, the different roles of artists in different cultures, etc. - Cultural Representation, agency and ethnicity: the demand for cultural diversity following the approach of the cultural studies - Ways of promoting and intermediating the arts.

number of module:	title of module:	extent:
BM.EVE	**Bridge Course:** **International Events Management**	**4 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 1	
allocation to branches	Bridge Course	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Optional Modules	
recommended reading list	Beech, J., Kaiser, S., Kaspar, R. (eds.) (2014): Business of Events Management. Pearson, Harlow Bladen, Charles (2012): Events management. - 1. publ. Bowdin, G. A. J. (2010): Events management. - 3rd edition.	
learning outcomes of course unit	Students are able to distinguish between different types of events, analyze their scope and identify the most important tools in events management. A focus is on the international trends, developments and cases in events management.	
course unit title	**International Events Management**	
extent	4 ECTS	
semester	Semester 1	
forms of teaching and studying	SE	
examination modalities	Written examination	
contents of course	- Alongside an introduction to the terminology of events management, different types of event and their applications will be identified. - Analysis of the reasons (marketing, profit, image transfer) for events (B2B, B2C). - Consideration of the various factors for the success of events - Presentation of the influencing factors. - Description of the implementation of event ideas, goals, design, control and final evaluation. - Analysis of the safety considerations and responsible health and safety management. - Illustration of the psychological elements of successful event planning. - Outline of the principles of creative event design.	

number of module:	title of module:	extent:
BM.CON	**Bridge Course:** **International Financial Management**	**4 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 1	
allocation to branches	Bridge Course	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	no	
group of participants	Bachelor	
contribution to the subsequent modules	Optional Modules	
recommended reading list	Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., Young, S. M. (2011): Management Accounting: Information for Decision-Making and Strategy Execution (6th Edition). Pearson Bowhill, B. (2008): Business Planning and Controlling, Integration Accounting, strategy and people, John Wiley Hoboken etc. 2008 Bragg. S. M. (2014): The New Controller Guidebook: Third Edition. Accounting Tools Inc. Revsine, L., Collins, D.W. , Johnson, B. W. Edts.(2005): Financial Reporting and Analysis, 3rd Ed. Pearson, Prentice Hall Grinblatt, M., Titman, S. : Financial Markets and Corporate Strategy, McGraw Hill Jones, C. (2008): Financial Economics, Routledge New York London 2008 Martin, C. (2004): Logistics and supply chain management: strategies for reducing cost and improving service. Financial Times Valdez, S. (2007) An Introduction to Global financial Markets, 5th Ed. Palgrave Mc Millan 2007 Tan, W. (2007): Principles of Project and Infrastructure Finance. Taylor and Francis London New York 2007 Weygandt, J. J., Kimmel. P. D., Kieso, D. E. (2007): Managerial accounting. Wiley.	
learning outcomes of course unit	Students understand the basic concepts of international business administration as well as financial and cost management and financial controlling as management functions. Students understand and are able to apply planning and control systems that complement the use of traditional cost and income statements and assist the management in strategic decisions, in particular in relation to small and medium sized businesses in the field of sport, culture and events management. Furthermore, students are able to identify special strategic financial situations and use tools like balanced scorecard, as a link between strategic controlling and operational control, brought into context through real world examples from the fields of sport, culture and events management. Students are also able to assess the resulting competitive advantage through efficient financial and costing structures.	

course unit title	**International Financial Management**
extent	4 ECTS
semester	Semester 1
forms of teaching and studying	SE
examination modalities	written examination
contents of course	In the course the approaches to value-oriented international financing and controlling, as well as well-established tools such as zero-based budgeting, performance measurement or contribution margin accounting will be classified by their significance. The fundamentals of international financing and budgeting, allocation in the planning process and the assessment of both the company and project success with the help of appropriate indicators and performance measurement systems, such as the balanced scorecard, should enable students to determine a suitable control strategy and key performance indicators in real world examples, both in the planning and in the assessment of target deviations.

number of module:	title of module:	extent:
BM.FSR	**Bridge Course:** **Fundamentals in Social Research**	**4 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 1	
allocation to branches	Bridge Course	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	no	
group of participants	Bachelor	
contribution to the subsequent modules	Optional Modules	
recommended reading list	Crano, W.D., Brewer, M.B. & Lac, A. (2014). Principles and Methods of Social Research. London: Routledge. Creswell, J.W. (2013). Qualitative, Quantitative, and Mixed Methods Approaches. Thousand Oaks et al.: Sage. Griffith. A. (2010). SPSS for Dummies: Hoboken: Wiley. Kirkpatrick, L.A. & Feeney, B.C. (2014). A Simple Guide to IBM SPSS: For Version 22.0. Boston: Cengage Learning. Urdan, T.C. (2010). Statistics in Plain English. 3rd edition. New York: Taylor & Francis. Rea, L.M. & Parker, R.A. (2014). Designing and Conduction Survey Research: A Comprehensive Guide. San Francisco: Jossey-Bass. Rumsey, D.J. (2011). Statistics for Dummies. Hoboken: Wiley. Salkind, N.J. (2013). Statistics for People Who (Think They) Hate Statistics. 5th edition. Thousand Oaks et al.: Sage.	
learning outcomes of course unit	The students can explain the basic principles of social scientific research. They know the different research strategies and methods. They are able to apply computer-assisted univariate and bivariate statistical analysis.	
course unit title	**Fundamentals in Social Research**	
extent	4 ECTS	
semester	Semester 1	
forms of teaching and studying	SE	
examination modalities	written examination	
contents of course	Basic principles of social science research, qualitative and quantitative research strategies, research methods, computer-assisted empirical analysis.	

number of module:	title of module:	extent:
STR	**Strategic Management & Strategic Marketing**	**8 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 1 & 3	
allocation to branches	Core Modules	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	no	
group of participants	Bachelor	
contribution to the subsequent modules	Optional Modules/Business Transfer & Empirical Studies/Social & Intercultural Competences	
recommended reading list	**Strategic & Innovation Management** 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 Taylor, Tracy (2007) Managing People in Sports Organizations: A strategic Human Resource Perspective, Taylor& Francis; **Strategic Marketing** Brennan, R. (2008): Contemporary strategic marketing. Palgrave Macmillan Chernev, A. (2012): Strategic Marketing Management. Cerebellum Press Wilson, R. M. (2005): Strategic marketing management: planning, implementation and control. Elsevier Butterworth-Heinemann Porter, M. (2003): The Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press **Strategic Human Resource Management** Lepold, J., Harris, L., Watson T. (Editors) (2005): The strategic Managing of Human Resources Prentice Hall Harlow, London etc. Salaman, G., Storey, J., Billsberry J. (Editiors) (2005): Strategic Human Resource Management Theory and Practice. A Reader, 2nd edition, Sage Publications Dumetz, J. et. Others (Editors) (2012): Cross cultural Management Textbook, Lessons from the worldleading experts. Student Edition Volberda, H., Morgan, R., Reinmoeller, P., Hitt, M.A., Ireland R. D., Hoskisson, R.E. (Editors) (2011) Strategic Management: Competitiveness and Globalization (Concepts and cases). South Western Cengage Learning Edwards, T., Rees, C. (2006): International Human Resource Management. Globalization, National Systems and Multinational Companies. Prentice Hall, Harlow London etc.	

learning outcomes of course unit	**Strategic & Innovation Management** Students are able to differentiate between the key concepts in the orientation of an organization - mission, vision and strategy. They also understand how strategy is a tool to decide which position the organization should adopt in the future and are able to identify the key elements of a strategy within an organization - competitive advantage, demarcation, goals. They become familiar with well-established tools in strategic planning and are able to apply them in real world problems. In particular, they develop an understanding of current topics in innovation management. **Strategic Marketing** Students understand the key concepts in strategic marketing and appreciate their significance for organizations, the economy and society as a whole. They can explain the numerous aspects of strategic planning in an organization and are able to draw conclusions for company performance (products, services, business models). They are able to integrate the analysis of environmental factors such as competitors, location and business partners into their considerations. **Strategic Human Resource Management** At the end of this course students have a deeper knowledge of HR-organization and processes in a strategic point of view. They are able to deal with the managing of strategic human resourcing in a complex and uncertain organizational, social and economic context. The students know how to ask the right questions and set up their own point of view on strategic, social and ethical topics of HR in modern international companies. They are able to think on certain HR-problems strategically and develop creative and innovative solutions for these problems as to set goals and achieve them.
course unit title	**Strategic & Innovation Management**
extent	2 ECTS
semester	Semester 1
forms of teaching and studying	SE
examination modalities	written examination (seminar paper)
contents of course	The 10 schools of strategic management (according to Henry Mintzberg): Design School, Planning School, Positioning School, Entrepreneurial School, Cognitive School, Learning School, Power School, Cultural School, Environmental School and Configuration School; with a particular focus on the competitive aspects of the Positioning School (Michael Porter) and the organizational aspects of the Configuration School. The course takes a strategic management approach to the development and implementation of strategies in various industries as a starting point for the development of appropriate innovation-oriented points of view.

course unit title	Strategic Marketing
extent	4 ECTS
semester	Semester 1
forms of teaching and studying	SE
examination modalities	written examination (seminar paper)
contents of course	Industry and market-place analysis; differentiation of offers and positioning in the target market; product innovation and development; brand management; pricing strategy; business models and marketing organizations.
course unit title	Strategic Human Resource Management
extent	2 ECTS
semester	Semester 3
forms of teaching and studying	SE
examination modalities	written examination (seminar paper)
contents of course	Demographic changes, global acting international companies, fast communication and technology-changes as well as ethical questions and a wide diversity of employees in staff and projects force the need for strategic human resource management. The course therefore deals with questions of HR organization, strategies and human resourcing, managing uncertainty, questions of ethics and strategic decisions, employment law and HR strategies, diversity and performance management. It gives an insight into processes of HR from recruitment to exit, reward systems and management development from strategic point of view, knowing that strategic HR is working in and for modern companies that are working international and knowledge based.

number of module:	title of module:	extent:
EVE	**Events**	**8 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 1, 2, 3 & 4	
allocation to branches	Core Modules	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Optional Modules/Business Transfer & Empirical Studies/Social & Intercultural Competences	
recommended reading list	**Events Budgeting** Bowdin.G.: Events Management, Oxford, Butterworth-Heinemann 2011 Allen, J.: The Business of Event Planning, Hoboken, NJ, u. a., Wiley & Sons, 2002 **Risk Management** Bowdin, G. (2011): Events Management, Oxford, Butterworth-Heinemann Beech, J., Kaiser, S., Kaspar, R. (eds.) (2014): Business of Events Management. Pearson, Harlow Hopkin, P. (2013): Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management Rejda, G. (2013): Principles of Risk Management and Insurance, 12th edition, Pearson **Festival Studies** D'Astous, A., Colbert, F., & dAstous, E. (2006). The personality of cultural festivals: Scale development and applications. International Journal of Arts Management, 8 (2), 14-23. Enwezor, Okwui (2002): Mega Exhibitions and The Antinomies of a Transnational Global Form, Wilhelm Fink Verlag Evans, O. (2007). Border exchanges: The role of the European Film Festival. Journal of Contemporary European Studies, 15 (1), 23-33. Getz, D. (2001). Festival places: A comparison of Europe and North America. Tourism, 49 (1), 3-18. Getz, Donald (2010): The nature and scope of festival Studies, International Journal of Event Management Research, Hal, Marieke van et al (ed.) (2010): The biennial reader. Iordanova, Dina (ed.) (2009): The Festival Circuit, St. Andrew Film Studies Moscardo, G. (2007). Analyzing the role of festivals and events in regional development. Event Management, 11 (1/2), 23-32. Quinn, B. (2005a). Arts festivals and the city. Urban Studies, 42 (5/6

	Teissl, Verena (2013): How and Why Film Festivals Contributed and Contribute to the Reception of the Latin American Film, in: Maurer Queipo, Isabel (Hg.): Directory of World Cinema: Latin America. Bristol/Chicago: Intellect publishing, P. 20-27 Valck, Marijke de (2007): Filmfestivals: From European Geopolitics to Global Cinephilia: University Press of Amsterdam **Digital Events** Saget, A. (2012): The event marketing handbook. Create Space Independent Publishing Platform Goldblatt, J. (2010): Special events. A new generation and the next frontier. Wiley Allen, J. (2008): Event planning: the ultimate guide. Wiley. Solis, B. (2011): Engage. Wiley Lindstrom, M. (2011): Brandwashed. Crown Business. Lieb, R. (2011): Content Marketing. Que Publishing
learning outcomes of course unit	**Events Budgeting** Students can explain the foundations of financing events: - Preparation of budgets - Financing events (credit) - Costing Students understand basics of management and controlling: - The basics of event control - Planning and supervision of events - Evaluation of the impact of events - Calculation of contribution margins - Liquidity control Students can recall the key financial elements of of successful event implementation. They are able to recognize potential financial risks in advance and carry out comprehensive process checks (preparation, implementation, follow-up) and the appropriate analysis of results. **Risk Management** Students understand the complex challenges for event managers in order to tackle the risks associated with events management. They are able to identify the potential risks and to rank them accordingly. They know both the preventative measures in order to minimize risk but also the insurance policies suitable for events. **Festival Studies** Students get to know the development of festivals from revolutionary art forms up to the recent global expansion of Biennials. They understand and reflect the global structure of the festival world and meet the central challenges for management, budgeting and program selection. They can explain the impact on global networking through festival circuits, the cultural transfer and reflect on business and artistic environments. Moreover, they are able to draft the meaning and impacts of festivals for destination management, cultural tourism and cultural production and they are able to create conceptions in these courses.

	Digital Events Students are able to reflect on the specifics of digital events. They can judge on the appropriate occasions on which digital events make sense either as corporate marketing events in the events business or within the uprising tendency of digital festivals in the cultural industry. They understand the regulatory frameworks and the basics of Web2.0. They can apply digital tools and techniques to all kinds of digital events.
course unit title	**Events Budgeting**
extent	2 ECTS
semester	Semester 1
forms of teaching and studying	UE
examination modalities	Written examination
contents of course	Students learn to distinguish between and appropriately coordinate various event budgets. The course concerns itself with event calculations and appropriate budget preparation. The course cover the financial control of events, in particular the calculation of various key numbers when financing events (contribution margin, liquidity and reviewing events). Students are introduced to the financial aspects of successful event implementation. They are able to analyze potential financial risks and carry out comprehensive process checks (preparation, implementation, follow-up) and the appropriate analysis of results.
course unit title	**Risk Management**
extent	1 ECTS
semester	Semester 1
forms of teaching and studying	VO
examination modalities	Written examination
contents of course	Students learn the different risks associated with events: financial risks, weather-induced risks, event cancellation risks etc. Students develop risk-prevention measures and crisis management solutions. Students reflect the insurance policies available on the market and balance risks versus costs involved.
course unit title	**Festival Studies**
extent	3 ECTS
semester	Semester 2
forms of teaching and studying	ILV
examination modalities	written examination (seminar paper)
contents of course	Festivals as a format emerged in the late 19th century as an expression of the aesthetic modern spirit and have passed through a powerful development in the second half of the 20th century. Today, festivals are not only established as a central format of aesthetic presentation and cultural production, but also as a crucial platform for cultural transfer, global networking and international exchange. As of the 1950's, film- and music festivals have spread all over the world,

	in 1966 the Premiere Festival Mondial des Arts Nègres (Dakar) was one of the first festivals to prove the political and cultural empowerment force of the format. Since the 1990's, Biennials diffuse worldwide and the whole festival world, including all artistic fields, is subject to a dynamic process of professionalization and interconnectedness. Today, festival studies provide theoretic approaches to festivals for film, theater, music, literature and fine arts as well as handicraft and rural tradition. They consider dimensions of management – organization and funding – as well as sociocultural interpretations; aspects of selection, representation and reception; the effects on destination management; the involvement of local, global, diasporic and business audiences and, finally, the impact on global cultural transfer and international exchange. The lecture focuses on the most important aspects of festivals such as organizational challenges, sociocultural impacts and their influence on cultural production and transfer: - Formats and development of festivals - Funding and organizational aspects of festivals - Selection policy, hierarchies and basic artistic tasks - Global networks and international exchange: Festival Circuits - Identity, politics and cultural production: the significance of cultural studies for festival studies
course unit title	**Digital Events**
extent	2 ECTS
semester	Semester 4
forms of teaching and studying	SE
examination modalities	Immanent exam character (final report)
contents of course	Digital Event Management basics. Overview media use. How does web 2.0 affect our society, institutionalized behavioral patterns that occur IE throughout Facebook. Evaluation of social media tools which are appropriate for events management. Advantages/disadvantages. Fields of operations (pre, during, post phases). Analysis and assessment regarding mobile devices and software. Sensible and efficient use of augmented reality, location based services, mobile tagging (qr), content sharing, Rfid, NFE, streaming, voting, invitation management, multi-touch. New rising formats: cross media productions, social media events, transmedia storytelling etc.

number of module:	title of module:	extent:
FSU	**Finance & Sustainability**	**9 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 1 & 2	
allocation to branches	Core Modules	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Optional Modules/Business Transfer & Empirical Studies/Social & Intercultural Competences	
recommended reading list	**Sustainability in Sports, Culture & Events Management** Parkhouse, B. L. (2004): The Management of Sport, Its Foundation and Application, McGraw-Hill 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 **Sponsoring** Beech, J., Kaiser, S., Kaspar, R. (eds.) (2014): Business of Events Management. Pearson, Harlow Lagae, W. (2005): Sports Sponsorship and Marketing Communications - A European Perspective, Pearson Masterman, G. (2009): Strategic sports event management: an international approach. 2. ed., Olympic ed., Elsevier Butterworth-Heinemann, Amsterdam (u.a.) **Funding in Sports** Fried, G., DeSchriver, T.D. & Mondello, M. (2013). Sport Finance. 3rd edition. Champaign, Ill.: Human Kinetic. Stewart, B. (2014). Sport Funding and Finance. 2nd edition. London: Routledge. Winfree, J.A., Rosentraub, M.S. & Mills, B.M. (2011). Sports Finance and Management: Real Estate, Entertainment, and the Remaking of the Business. Boca Raton, London, New York: CRC Press. **Funding in Culture** Anheier, Helmut (2008): The cultural economy. Sage Publications ARTS COUNCIL (ed) (2014): Understanding the values and impacts of cultural experiences	

Baumol, William J. et al. (1993): Performingarts - the economic dilemma: a study of problems common to theater, opera, music and dance. Aldershot (u.a.): Gregg Revivals.

EUNIC (ed) (2011): Europe-China compass for cooperation

DIMAGGIO, P. (2001): Measuring the impact of the nonprofit sector on society is probably impossible but possibly useful. In Measuring the impact of the nonprofit sector (pp. 249-272): Springer.

GRAY, Clive (2012): Democratic cultural policy: democratic forms and policy consequences – In: International Journal of Cultural Policy 18. London: Taylor & Francis, pp. 505-51

OFFE, Claus (2009): Governance: An 'Empty Signifier'? Constellations. – In: International Journal of Critical and Democratic Theory 16, pp. 550-562.

POLLITT, C., & BOUCKAERT, G. (2011): Public management reform: a comparative analysis - new public management, governance and the Neo-Weberian state. Oxford: Oxford University Press.

REASON, Peter (1998): Political, epistemological, ecological and spiritual dimensions of participation. – In: Studies in Cultures, Organizations and Societies 4. London: Taylor & Francis, pp. 147-167.

SIMS, William Stuart (2011): Creative Change. Audience Development and Cultural Engagement in the Nonprofit Arts. Michigan: Proquest.

SORJONEN, Hilppa (2011): The manifestation of market orientation and its andecedentes in program planning of arts institutions, in: International Journal of arts management, pp. 4-17

WOLPERT, J. (2001): The distributional impacts of nonprofits and philanthropy: Springer.

ŽIŽEK, Slavoj (2011): There's a lot of work to be done in Europe – In: CultureWatchEurope (Hg.), Think Tank. Cultural Governance: From Challenges to Changes. Bled/Slo., pp. 21-30.

learning outcomes of course unit	**Sustainability in Sports, Culture & Events Management** Students understand the interdependences becoming more important between faculties and the variety of the effects of decisions and are able to contrast economic success with ecological and sociological effects for sports and cultural projects and take these into account in their spheres of activity. **Sponsoring** Students understand the properties associated with a sponsoring contract from both the sponsored athlete, team or event as well as from the corporate side. Students conceive the role of sponsorship activation as well as the various sponsorships in sports, culture, business and society. **Funding in Sports** The students know the different ways and concepts of funding in sports. They have the ability to reflect these concepts and to apply them in different fields of sports. The students understand the importance of television rights revenues and the complexity of international, national and local sponsorship revenues.

	Funding in Culture Students know public and private funding institutions and formats, exemplified by European national and continental structures as well as the USA and their relations to Asian and African countries. They understand the reciprocity of funding institutions and cultural programs and can explain the new tendencies such as participation and good governance. They know about the challenges of sponsorship and the dynamics of new forms like crowdfunding. They can reflect on the complexity to define the concept of "culture" in relation to funding. They are able to plan a strategy for funding, using the "financial mix".
course unit title	**Sustainability in Sports, Culture & Events Management**
extent	4 ECTS
semester	Semester 1
forms of teaching and studying	SE
examination modalities	written examination (seminar paper)
contents of course	Analysis of the sustainability of sports and cultural events from the views of different stakeholders (municipalities, countries and federations, environment, employers, employees, etc.). Analysis of the effects on attendees, region, etc. Instruments: Consistent quality management, professional project and process management, anticipatory staff development, responsible contract management.
course unit title	**Sponsoring**
extent	1 ECTS
semester	Semester 2
forms of teaching and studying	VO
examination modalities	Written examination
contents of course	• Selection of sponsorship portfolios from a corporate point of view. • Development of sponsorship packages from a sports, cultural or business property owner. • Elements of a sponsorship contract. • Differentiation between cash and value-in-kind sponsorship. • Sponsorship activation. Sponsoring in the fields of art and culture requires specific knowledge and creativity in relation of good and valuable consideration, which is the main challenge.
course unit title	**Funding in Sports**
extent	2 ECTS
semester	Semester 2
forms of teaching and studying	SE
examination modalities	written examination (seminar paper)
contents of course	Context of funding in sports; financing and wealth creation in sports; budgeting, pricing and analyzing; ownership in sports and team financing; the role of the state in sports funding; perspectives of funding in sports. Television rights revenues and key stakeholders, sponsoring.

course unit title	Funding in Culture
extent	2 ECTS
semester	Semester 2
forms of teaching and studying	SE
examination modalities	written examination (seminar paper)
contents of course	The funding of arts, cultural activities and heritage proves to be a fundamental challenge for cultural managers. In Europe, the USA, Africa and Asia, different approaches and traditions have been established to define the public role and funding of the arts and culture. The seminar focuses on the interdependence of cultural policies and public funding, taking national and continental examples in the EU and the USA. Multilateral international cultural policies and initiatives will be considered especially for cooperation with Asian and African countries. Apart from public sources, other forms of funding will be introduced, such as sponsorship, coproduction, crowdfunding, private initiatives and foundations. The seminar emphasizes on non-profit organizations and institutions subject to public law. Ideological involvements and impacts will be discussed based on the approaches of the cultural studies. Moreover, the term and concept of "culture" defined by funding institutions has to be reflected and compared internationally. Key aspects: - Grants and subsidies, artistic scholarship funds and tax reductions on national and EU level - Intergovernmental forms and multilateral policies of funding, Francophonie and Goethe-Institut - New Tendencies of public funding: good governance and participation - the potentials of (international) sponsorship - (international) cooperation and coproduction - Crowdfunding - The "financial mix": an exemplary case study

number of module:	title of module:	extent:
MCM	**Marketing & Communication Management**	**9 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 1, 2 & 3	
allocation to branches	Core Modules	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Optional Modules/Business Transfer & Empirical Studies/Social & Intercultural Competences	
recommended reading list	**Communication Management** Klikauer, T. (2007): Communication and management at work. Palgrave Macmillan Munter, M., Hamiltion, L. (2013): Guide to Managerial Communication (10th Edition). Prentice Hall Shapiro, D. (2004): Conflict and communication: a guide through the labyrinth of conflict management. IDEA Press **Digital Marketing I & II** Jarvis, J. (2009): What would Google do. Bargain Price Krug, S. (2006): Don't make me think. New Riders Weinberg, T. (2009): The new Community Rules. O'Reilly Media Solis, B. (2011): The end of business as usual. Wiley Solis, B. (2011): Engage. Wiley Scott, D. (2013): The new rules of marketing in pr. Wiley Kirkpatrick, D. (2011): The facebook effect. Simon & Schuster. Lindstrom, M. (2011): Brandwashed. Crown Business. Lieb, R. (2011): Content Marketing. Que Publishing Bacon, J. (2012): The art of community. O'Reilly Media Gorni, N. (2013): Email marketing 2.0. Hoepli Halligan B. (2011): Inbound marketing, Wiley	
learning outcomes of course unit	**Communication Management** Students understand the communication challenges in sports, culture & events management. They are aware of the challenges of integrated marketing communication and the communication tools in the age of booming social media. They are capable of designing communication campaigns including the latest trends. **Digital Marketing I** The students understand the major toolset of digital marketing, from classical online marketing to state-of-the-art tools like augmented reality and location-based-services. The participants know of advantages and disadvantages and are able to derive appropriate actions to fulfill strategic and operative objectives. **Digital Marketing II** The follow-up module allows students a deep dive into some specific areas of the digital toolset to foster the participant's fields of exper-	

tise. Students are able to apply available digital marketing tools. Students are able to understand and apply the major social media tools, content strategies and direct marketing activities.

course unit title	Communication Management
extent	3 ECTS
semester	Semester 1
forms of teaching and studying	ILV
examination modalities	Written examination
contents of course	Students learn about the traditional and modern tools of communication management such as active (Press Releases, Press Conferences) as well as passive (Interviews, discussions) media work. They develop their own best practice examples in sports, culture & events management case studies. Crisis communication scenarios are a special session within this course. Corporate identity as well as the integration of social media communication in the overall communication plan complements the course.

course unit title	Digital Marketing I
extent	2 ECTS
semester	Semester 2
forms of teaching and studying	VO
examination modalities	Written examination (seminar paper)
contents of course	The students get in touch with the major toolset of digital marketing, from classical online marketing to state-of-the-art tools like augmented reality and location-based-services. The participants are aware of advantages and disadvantages and are able to derive appropriate actions to fulfill strategic and operative objectives. This fundamental course strengthens strategically integrated planning within the marketing mix.

course unit title	Digital Marketing II
extent	4 ECTS
semester	Semester 3
forms of teaching and studying	SE
examination modalities	Written examination (seminar paper)
contents of course	The deep dives include email marketing, ecommerce, social media marketing, life cycle management and reporting. Accompanied by many case studies the participants learn how to operate in these fields.

number of module:	title of module:	extent:
OM.VEM	**Optional Module: Venue Management**	**8 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 2 & 3	
allocation to branches	Optional Modules	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Business Transfer & Empirical Studies/Social & Intercultural Competences	
recommended reading list	**Venue Management: Fundamentals** Beech, J., Kaiser, S., Kaspar, R. (eds.) (2014): Business of Events Management. Pearson, Harlow Davidson, R. (2014): Winning Meetings and Events for your Venue. Goodfellow Publisher Zemke, Dina/Thomas Jones (2010): Managing the Built Environment in Hospitality Facilities. Prentice Hall **Venue Management: Sports & Cultural Venues** Booty, Frank (ed.) (2009): Facilities Management Handbook. 4th edition, Butterworth-Heinemann Fried. G, (2005): Managing Sport Facilities. Human Kinetics Raymond, C. (2001): Essential Theatre. The successful management of theatres and venues. Arts Council of England	
learning outcomes of course unit	**Venue Management: Fundamentals** Students develop the ability to analyze and evaluate the need for the establishment of new infrastructures and the renovation of existing infrastructures. They know the role of stakeholders in the design of infrastructure (public authorities, clients, investors, future operators) and are competent in negotiating with them. They have the necessary know-how for the efficient marketing and the economic management of real estate. **Venue Management: Sports & Cultural Venues** Students understand the specific requirements for the development, marketing and operation of the infrastructure in the fields of sport (indoor halls, outdoor sports facilities) and culture (theatres, museums, open-air stages). Furthermore, they appreciate the difference in use of permanent and temporary infrastructure and understand the lifecycle of infrastructure.	

course unit title	Venue Management: Fundamentals
extent	4 ECTS
semester	Semester 2
forms of teaching and studying	SE
examination modalities	written examination
contents of course	General introduction to event venue management - Overview of clusters of event venues - Features of selected clusters of event venues - The significance of architecture and the concept of space - Stakeholders in event venues - The question of construction costs - Interaction between construction and business - The lifecycle of event venues - Planning, financing and construction of event venues - Market and demand analysis as a basis - Site factors and site selection - Development of financial concepts, business plans - Strategic and operational management of event venues - Application of strategic management methods to event venues - Successful strategic positioning of event venues in the market-place - Interaction of strategic management and operational management of event venues - Challenges in the operational management of event venues (including facility management) - Special features of conference and congress infrastructure - Special features of infrastructure in the leisure industry - Garden shows, waterfront development
course unit title	Venue Management: Sports & Cultural Venues
extent	4 ECTS
semester	Semester 3
forms of teaching and studying	SE
examination modalities	Written examination
contents of course	- General introduction to sports venue management - Characteristics of indoor sports infrastructure - Characteristics of outdoor sports infrastructure - Single vs. multi-functional sports arenas - Conflicts of use between competitive sport and recreational sport - General introduction to cultural venue management - Characteristics of indoor cultural infrastructure (museums, theatres, opera houses) - Characteristics of outdoor cultural infrastructure (festivals, concerts) - Single vs. multi-functional cultural venues - Temporary vs. permanent cultural infrastructure

number of module:	title of module:	extent:
OM.UCD	**Optional Module:** **Urban Studies & City Development**	**8 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 2 & 3	
allocation to branches	Optional Modules	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Business Transfer & Empirical Studies/Social & Intercultural Competences	
recommended reading list	**Urban Studies** Hall, Peter (2002): Cities of Tomorrow: An Intellectual History of Urban Planning and Design in the Twentieth Century. Sage Harding, A., Blokland, T. (2014): Urban Theory: A critical introduction to power, cities and urbanism in the 21st century. Sage Publications Jacobs, J. (1970): The Economy of Cities. Vintage Steinbacher, R., Besnon, V. (2009): Introduction to Urban Studies. Kendall Hunt Publishing Tyner, J. A. (2011): Space, Place, and Violence: Violence and the Embodied Geographies of Race, Sex and Gender. Routledge **City Development** Sassen, S. (2012): Cities in a World Economy. Sage Garvin, A. (2002): The American City: What Works and What Doesn't. McGraw Hill. Venkatesh, S.A. (2002): American Project: The Rise and Fall of a Modern Ghetto. Harvard University Press	
learning outcomes of course unit	**Urban studies** Students are able to analyze demographic data from cities and regions and subsequently evaluate event concepts in the public arena. They become capable of understanding the historical dimensions of urban public concepts and analyze them in the context of urban studies. Students appreciate the relationship between urban areas and migrants, visitors and tourists. **City development** Students are able to classify and understand differing opinions of city sociology and evaluate various interests. They learn about the historical stratification of city development in Europe and the USA and are able to compare them with the city concepts of other cultures. Starting from historical analysis, they are able to make connections to new city models and to new concepts of public activism and participation. Students also comprehend the debate about "centre/outskirts" and "near/remote places" and are able to explain their critical potential.	

course unit title	Urban Studies
extent	4 ECTS
semester	Semester 2
forms of teaching and studying	SE
examination modalities	Written examination
contents of course	This course will provide an introduction to the key concepts of space science, participation sociology and modern urban studies. Cities will be seen as spaces, which can be "read" in various ways. Aspects of demographical development, geopolitics, integration and segregation play a central role along with questions about leisure, tourism and public involvement. With the help of case studies from a variety of cities and regions, students will become familiar with different spatial concepts. Geopolitical conflict lines, such as on Cyprus and in Palestine/Israel or at EU borders will be illuminated, in order to illustrate how strongly urban development is shaped by political, historical, cultural and social influences. Furthermore, new concepts of city development will be investigated, in which public space will be analyzed as a symbolic space of interaction among citizens, for instance through flash-mobs, demonstrations and civic engagements.
course unit title	City Development
extent	4 ECTS
semester	Semester 3
forms of teaching and studying	SE
examination modalities	Written examination
contents of course	This course will concentrate on in-depth aspects of public space as a location for events. Particular city areas and their distinctive patterns will be investigated. Particular consideration will be given to the discourse about the differences between regions and cities. Particular attention will also be paid to the European Union's attempt to create new urban space designs such as the so-called macro-regions. With reference to base data for demographic change, concepts of glocalization will be discussed, in particular the implementation of urban structures within regional spaces. Selected examples of new urban architecture will also be explored, as well as the positive and negative aspects of the so-called "Bilbao effect".

number of module:	title of module:	extent:
OM.SEM	**Optional Module:** **Strategic Events Management**	**8 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 2 & 3	
allocation to branches	Optional Modules	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Business Transfer & Empirical Studies/Social & Intercultural Competences	
recommended reading list	**Strategic Events Management: Sports Events** BEECH, J. & CHADWICK, S. (2013): The Business of Sport Management. Pearson Education, Harlow MASTERMAN, G. (2009): Strategic sports event management: an international approach. Elsevier Butterworth-Heinemann, Amsterdam **Strategic Events Management: Cultural Events** Hewison, Robert (2011): The cultural leadership handbook: How to run a creative organization; Gover Falk, J. H. (2006): Thriving in the Knowledge Age: New Business Models for Museums and Other Cultural Institutions. AltaMira Press Sliwa, M. (2011): Strategies for Culture. Culture for Development – Strategic Management of a Cultural Institution. Mik Yeoman, I. (2006): Festival and events management: an international arts and culture perspective. Elsevier Butterworth-Heinemann	
learning outcomes of course unit	**Strategic Events Management: Sports Events** Students understand the challenges for cities and nations applying for sports events and the integrative process from bidding to planning and finally hosting a sports event. Students comprehend the importance of post-event sports venue management as well as the success factors of designing an integrated long-term sports venue and events strategy. **Strategic Events Management: Cultural Events** Students understand the specific challenges of cultural events in urban and regional environments. They can reflect critically on policies and values and conceptualize cultural events for the benefit of audiences, artists and the destination. They are able to plan and control the realization of the event and appreciate the potential of a perfect documentation after the event.	

course unit title	Strategic Events Management: Sports Events
extent	4 ECTS
semester	Semester 2
forms of teaching and studying	SE
examination modalities	Written examination
contents of course	The stages of a sports event from bidding to planning, organizing and hosting including the post-event sports tourism product development. Key stakeholders in sports events management. The role of local, regional and national governments in developing sports events infrastructure. Financial Management of sports events. Designing an integrated sports events and venue strategy.
course unit title	Strategic Events Management: Cultural Events
extent	4 ECTS
semester	Semester 3
forms of teaching and studying	SE
examination modalities	Written examination
contents of course	Cultural events express and establish relations between societies or communities and their environment. Urban environment and regional ones provide different challenges and aspects to consider. Strategic events management for cultural events focuses on a conceptualization that respects social and ecological environments. It aims on soft innovation and features surprises in the way to get a new notion of the place and time. Especially for regional cultural events, local co-operations through sponsoring, tourism et al and the employment of local artist can serve as crucial tools in order to anchor the event. This as a base, the seminar emphasizes common know how of strategic events management: integrated communication and marketing, project management involving stake holders, engaging audiences, monitoring for ecological, social and artistic goals, selfcritical intern closure and detailed documentation for feeding forward.

number of module:	title of module:	extent:
OM.SPD	**Optional Module:** **Strategic Project Development**	**8 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 2 & 3	
allocation to branches	Optional Modules	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Business Transfer & Empirical Studies/Social & Intercultural Competences	
recommended reading list	**Strategic Project Development: Fundamentals** Brown, J. T. (2014): The Handbook of Program Management: How to Facilitate Project Success with Optimal Program Management. McGraw-Hill Esty. B. C. (2004): Modern project finance: a casebook. Wiley Schmidt, T. (2009): Strategic Project Management Made Simple: Practical Tools for Leaders and Teams. John Wiley & Sons Wysocki, R. K. (2009): Effective project management: traditional, agile, extreme. Wiley **Strategic Project Development: Leisure Project Development** Kerzner, H. (2009): Project Management – Case Studies. 3. ed., Wiley, Hoboken, NJ Roberts, K. (2003) The leisure industries. Palgrave Macmillian, Basingstoke (u.a.) Maciocco, G.; Serelli, S. (Hrsg.) (2009): Enhancing the City: New Perspectives for Tourism and Leisure (Urban and Landscape Perspectives). Springer	
learning outcomes of course unit	**Strategic Project Development: Fundamentals** Students understand the perspectives of the key stakeholders in project development (investors, operators, financiers, users) and are able to take the steps in preparing a project independently. **Strategic Project Development: Leisure Project Development** Students are able to accompany a practical project in the leisure industry from conception, to the invitation of tenders, and then to the realization of the project and thus compile appropriate utilization and marketing concepts.	
course unit title	**Strategic Project Development: Fundamentals**	
extent	4 ECTS	
semester	Semester 2	
forms of teaching and studying	SE	
examination modalities	Written examination	

contents of course	Analysis of stakeholder perspectives. Case studies from the tourism and the leisure industry. Excursion to successful project developments.
course unit title	**Strategic Project Development: Leisure Project Development**
extent	4 ECTS
semester	Semester 3
forms of teaching and studying	SE
examination modalities	Written examination
contents of course	The course deals with the individual steps from the conception of a project through to the strategic project development. With reference to real-world projects from the tourism and leisure industries (such as swimming pools, parks, HotSpots, theme parks etc.), success factors will be discussed and eventually a specific project will be developed.

number of module:	title of module:	extent:
OM.DEM	**Optional Module: Destination Management**	**8 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 2 & 3	
allocation to branches	Optional Modules	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Business Transfer & Empirical Studies/Social & Intercultural Competences	
recommended reading list	**Destination Management** Morrison, A. M. (2013): Marketing and Managing Tourism Destinations. Routledge Harrill, R. (2005): Fundamentals of Destination Management And Marketing. Educational Institute of the American Hotel Motel Association Boniface, Brian; COOPER, Chris (2005): Worldwide Destinations. The geography of travel and tourism. Elsevier Butterworth-Heinemann, Oxford.	
learning outcomes of course unit	**Destination Management: Developed Destinations** Students know the importance of brand management for developed tourism destinations and understand the potential synergies of the inclusion of events in the positioning of destinations. **Destination Management: Emerging Destinations** Students understand the challenges for emerging destinations and the key success factors for entering the international tourism and leisure markets.	
course unit title	**Destination Management: Developed Destinations**	
extent	4 ECTS	
semester	Semester 2	
forms of teaching and studying	SE	
examination modalities	Written examination	
contents of course	Students will be included in a discussion of the phenomenon of tourism and the most important key performance indicators will be established. The organization of tourism in developed destinations will be illuminated. With reference to practical examples the benefit of clear positioning of a destination will be clarified. By means of case studies, students will develop a comprehensive insight into the structure and organization of a tourist destination.	

course unit title	**Destination Management: Emerging Destinations**
extent	4 ECTS
semester	Semester 3
forms of teaching and studying	SE
examination modalities	Written examination
contents of course	The international trends in the tourism and leisure industries and their impact on destination management for emerging destinations will be discussed. Students will acquire concrete strategies for tourist product development and will focus on the placement of destinations among international competitors. Particular consideration of the use of sporting, cultural and business events to achieve positioning will also be addressed.

number of module:	title of module:	extent:
SOC	**Social Competences**	**7 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 1 & 4	
allocation to branches	Social Competences & Leadership Management	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Optional Modules/Business Transfer & Empirical Studies	
recommended reading list	**Leadership Skills** Bennis, Warren, Goldsmith, Joan (2010) Learning to lead: A workbook on Becoming a Leader, Basic Books; Bill, George (2004) Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value, John Wiley; Bruch, Heike et al. Hrsg. (2006) Leadership Best practices und Trends, Gabler Verlag Todnem, R. (2013): Organizational change, leadership and ethics: leading organizations towards sustainability. Routledge **Team Building (Outdoor Training)** Belbin, Richard M. (2010) Management Teams: Why they succeed or fail, Elsevier Science & Technology; Katzenbach, Jon R., Smith, Douglas K.(2006): The wisdom of Teams: Creating the High Performance Organization, Harper Business; Leutenberg, Ester (2008): The successful Teambuilding Workbook: Self Assessments, Exercises & educational Handouts, Whole Person Ass. **Media Training** Elleström, Lars (2010): Media borders, multimodality and intermediality. Palgrave Macmillan. Basingstoke [u.a.] Jäger, Ludwig (2010): Media, culture, and mediality: new insights into the current state of research. Transcript.-Verlag. Bielefeld. Stewart, Sally (2004) Media training 101: a guide to meeting the press. 6. Print, Wiley, Hoboken, NJ	
learning outcomes of course unit	**Leadership Skills** Students are able to identify leadership skills and behaviors and reveal connections in various corporate cultures. They develop the examples provided and make connections to their own areas of experience, they are able to debate, drawing on examples from sport and culture management. They confirm this proven knowledge in company and NGO contexts and verify their conjectures in group discussions.	

Team Building (Outdoor Training)
Students are able to distinguish between the different team phases connected to the prevailing problematic structures and are able to analyse necessary actions with reference to real-world examples. They consider specific roles within a team, their implications and developments in the various team-building phases and during the course deduce alternative courses of action through discursive approaches in their learning experiences and reflection. They use this to construct robust approaches, which they present and implement in groups.

Media Training
Students know the innovative use of the media and its function within project processes. They master the management strategies in speaking, writing and interacting with all kind of media representatives.

course unit title	Leadership Skills
extent	3 ECTS
semester	Semester 1
forms of teaching and studying	ILV
examination modalities	Immanent exam character (active participation)
contents of course	The course introduces the basics of the thought-processes and actions of leaders and the simultaneous application of management and leadership skills. Exercising power responsibly, communication and empathy characterize leadership as a central competency in companies. The discussion will be based on the relevant qualities of leaders as well as on their behavior in order to lead and promote colleagues and teams to make innovation and change possible, and to be a role model as a business-minded person. The range of perspectives of the applied examples is large: from leadership in international contexts to leaders in top-level sport and culture.

course unit title	Team Building (Outdoor Training)
extent	2 ECTS
semester	Semester 1
forms of teaching and studying	VO
examination modalities	Immanent exam character (active participation)
contents of course	This course combines experience-based learning through outdoor and indoor components with keynote speeches and reflection. Students will gain insight into the development of teams in their composition, targets and risks. The concepts of team leadership, organization of team-work and social coherence, phases over time as well as the allocation and assessment of roles and their parameters will contribute to an in-depth understanding of success and failure parameters. Above all potential conflicts will be addressed for specific team situations and the causes and solutions will be analyzed in common situations. Outdoor components will be reflected upon and integrated into the overall model.

course unit title	Media Training
extent	2 ECTS
semester	Semester 4
forms of teaching and studying	VO
examination modalities	Immanent exam character (active participation)
contents of course	Introduction of basic texts for dealing with the media (see the recommended reading list); iconography and oral traditions; training examples from the USA and Europe - discussion of different training approaches; public speaking (radio, television, corporate videos etc.), presentations, welcoming speeches; distribution of innovative ideas as competency-building in scientific education.

number of module:	title of module:	extent:
ICM	**Intercultural Management**	**6 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 1, 2 & 4	
allocation to branches	Social Competences & Leadership Management	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Optional Modules/Business Transfer & Empirical Studies	
recommended reading list	**Intercultural Theory** Barker, C. (2014): Cultural Studies: Theory and Practice. Sage Edgar, A. (2007) (ed.): Cultural Theory. The Key Concepts. Routledge Henze, R. & Wolfram, G. (2014): Exporting Culture? Which Role for Europe in a Global World. Springer Inayatullah, N. & Banley, D. (2012): International Relations and the Problem of Differences. Routledge Kristeva, J. (1991): Strangers to Ourselves. Columbia University Müller-Wille, L. (2014): The Franz Boas Enigma. Baraka Storey, J. (2014): Cultural Theory and Popular Culture. Routledge **Intercultural Management** Edward T. Hall (2003): Understanding different cultures (French, German, Americans), Intercultural Press Fons Trompenaar (2011): Riding the waves of Culture, London. Fons Trompenaar (2004): Business across cultures Hofstede, Geert (2005): Cultures and organizations. Software of the minds. McGrawHill **International Study Trip** Richards, Greg; Palmer, Robert (2010): Eventful cities: cultural management and urban revitalisation. Butterworth-Heinemann. Amsterdam. Cheong, P. H. (2012): New Media and intercultural communication: identity, community and politics. Lang Samovar, L. A., Porter, R. E., McDaniel, E. R. (2011): Intercultural Communication: A Reader. Cengage Learning **Business Ethics** Hoecklin, L. (1994): Managing Cultural Differences. Strategies for Competitive Advantage, Harlow, Pearson Education International Gilbert, J. (2012): Ethics for managers: philosophical foundations and business realities. Routledge Zsolnai, L. (2002): Ethics in the economy: handbook of business ethics. Lang	

learning outcomes of course unit	**Intercultural Theory** The students know how to understand and judge different intercultural situations on the basis of a sensitive understanding of their own cultural determinations. They are in the capacity to mention important current point of views from the intercultural research discussions in the field of cultural anthropology, cultural sociology and the cultural studies. They are able to reflect the difficulties of hybrid cultural systems within a globalized world within the different dimensions of economy, society and politics. **Intercultural Management** Students comprehend the basic knowledge of intercultural management and can apply them on the specific fields of arts, sports and events management. They understand the needs and benefits of a deeper understanding of different cultures and therefore motivate intercultural teams to authentic achievements. They are able to reflect on the relativity of their own values and recognize that there are no recipes for intercultural understanding, but basic questions, that one has to pose himself before getting in action. **International Study Trip** Through the educational trip students gain intercultural experience and can explain different approaches to sports, culture & events management. Under guidance from the course lecturers, students reflect potential destinations, research relevant facts and figures about the chosen country and organize the program: the week in an international environment is shaped by corporate visits, lectures at partner universities as well as presentations and events in the field of social Competences. This is to ensure that students gain an understanding of cultural mainstreams in the country in question. **Business Ethics** Students are able to analyze and evaluate value structures and business administration as it pertains to organizations as a long-term success factor and to implement them in a responsible manner.
course unit title	**Intercultural Theory**
extent	1 ECTS
semester	Semester 1
forms of teaching and studying	VO
examination modalities	Written Examination
contents of course	The course focuses on historical and current discourses from the field of Intercultural Theory and positions from Cultural Anthropology. The course examines the practical consequences of Intercultural Theory for Economy and Society with a special view of the problem of misrepresented cultures within a global media society. From Franz Boas to Julia Kristeva, Clifford Geertz, Bruno Latour, Homi Bhaba and Edward Said the course discusses the different opportunities how to understand cultural behavior and intercultural pattern, visible and invisible ones. Abstract thinking and discussing is a very important competence which shall be learned.

course unit title	**Intercultural Management**
extent	1 ECTS
semester	Semester 2
forms of teaching and studying	ILV
examination modalities	Written Examination
contents of course	To meet the challenges of international cooperation projects, intercultural management is an essential tool. In general, intercultural management theories differ in several levels of intercultural understanding and make a key point in communication. The latter includes verbal and non-verbal communication considering facial expression, clothing, salutation, the sound of a language in case of face-to-face communication. Virtual exchange through email or other mediatized forms depend in a higher degree on the power of the written or spoken word and needs a deeper comprehension of social structures and symbolic meanings of a culture and society. Especially in the field of the arts, sports and events, intercultural communication transcends mere business goals, as the subjects itself are related to the values and rules of societies: Football or soccer or American football? Bollywood or Hollywood or Nollywood? Big in Japan? Male or female counterpart? Do I understand the political background of a certain country and respect other forms of living together? The lecture introduces basic theories of intercultural management and applies them to the fields of sports, arts and events.

course unit title	**International Study Trip**
extent	3 ECTS
semester	Semester 2
forms of teaching and studying	ILV
examination modalities	Immanent exam character (active participation incl. reflection)
contents of course	Meetings and discussions with experts from the fields of sport, culture and events management. Visits to foreign trade centers of the WKÖ (Austrian Federal Economic Chamber), embassies and international institutions (e.g. Goethe Institut). Participation in courses at partner universities.

course unit title	**Business Ethics**
extent	1 ECTS
semester	Semester 4
forms of teaching and studying	VO
examination modalities	written examination (seminar paper)
contents of course	Main goals, mission and vision of businesses, behavior structuring and corporate governance codices, analysis and evaluation of past case studies. Legal and ethical comparisons of various businesses and nations, legislative proposals and developmental trends. Corporate governance problems in the sports, culture and event industries.

	Applicability to project organization.	
number of module:	**title of module:**	**extent:**
INT	**International Trends & Politics**	**5 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 3 & 4	
allocation to branches	Social Competences & Leadership Management	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Optional Modules/Business Transfer & Empirical Studies	
recommended reading list	**International Sports & Cultural Politics** Anheier, H. (2012). Cultures and Globalization: Cities, Cultural Policy and Globalization and Governance, Thousand Oaks et al.: Sage. Bairner, A. & Molnar, G. (2012). (eds.). The Politics of the Olympics: A Survey. Henry, I. & Ko, L.-M. (2014). (eds.). Routledge Handbook of Sport Policy. London: Routledge. Houlihan, B. (2014). The Government and Politics of Sport. London: Routledge. Madden, C. (2009). The Independence of Government Arts Funding: A Review. D'Art Topics in Arts Policy, No. 9, International Federation of Arts Councils and Culture Agencies, Sydney. O'Brien, D. (2013). Cultural Policy: Management, Value and Modernity in the Creative Industries. London: Routledge. O'Boyle, I. & Bradbury, T. (2013). (eds.). Sport Governance: International Case Studies. London: Routledge. Palmer, C. (2012). Global Sport Policy. Thousand Oaks: Sage. Riccardi, V. (2014). Enabling Cross Overs. Good Practices in the Creative Industries. Singapore: Asia-Europe Foundation. Journals (online via FH-Library): Cultural Politics. Resources of critical analysis International Journal of Sport Policy and Politics **International Trends in Sports, Culture & Events Management** Parks, J.B., Quarterman, J. & Thibault, L. (Eds.) (2007). Contemporary Sport Management. 3rd edition. Champaign, Ill.: Human Kinetics. Florida, R. (2002): The Rise of the Creative Class: And How It's Transforming Work, Leisure, Community and Everyday Life. Cambridge Houlihan, B. & Green, M. (2013). (eds.). Routledge Handbook of Sports Development. London: Routledge.	

	Hylton, K. (2013). Sport Development. Policy, process and practice. London: Routledge. Pedersen, P.M., Parks, J.B., Quarterman, J. & Thibault, L. (eds.) (2011). Contemporary Sport Management. 4th edition. Champaign, Ill.: Human Kinetics. Journals (online via FH-Library): European Sport Management Quarterly Journal of Sport Management Sport Management Review Sport Marketing Quarterly
learning outcomes of course unit	**International Sports & Cultural Politics** The students are able to explain, interpret and discuss the evolution, structure and effects of sports and cultural policy in comparative and international perspective. They are able to explain the most important legal and institutional foundations in sports and cultural policy. They are able to explain the central forms and differences of national sports and cultural political structures and ideologies and to reflect them critically as well as to reflect upon the institutional and socio-political contexts of European and international sports and cultural policy. **International Trends in Sports, Culture & Events Management** **Trends in sports management** Students understand the recent developments in sports management. **Trends in culture management** Students understand the latest developments in cultural management and the considerable challenges in cultural financing and marketing. **Trends in events management** Students know the underlying trends in events management: • Trends in events in terms of participants, content and technical innovations. • Integration of new media and technology in event marketing, organization and planning. • Trends in the events industry, in particular regarding sustainability and 'Green Events' as well as in the field of "Events 2.0". Students are able to evaluate the developments in terms of the economic, political and social effects. New trends are recognized and used.

course unit title	International Sports & Cultural Politics
extent	3 ECTS
semester	Semester 3
forms of teaching and studying	ILV
examination modalities	written examination
contents of course	Legal and institutional framework of sports and cultural policy and politics in comparative and international perspective, taking examples from the European Union, the USA and aspects of multilateral international policies. Furthermore, examples from African and Asian sports and cultural policy will provide a comparative perspective on the field. Key players and decision making strategies will be introduced, new tendencies discussed and the critical discourse will be enforced.
course unit title	**International Trends in Sports, Culture & Events Management**
extent	2 ECTS
semester	Semester 4
forms of teaching and studying	SE
examination modalities	written examination (seminar paper)
contents of course	**Sport** Analysis of the trends in international sports management. Discussion of current journal articles from the international sports management scene. Discussion and expert talks from guest speakers. **Culture** Analysis of the trends in culture management. Discussion of current journal articles from the international culture management scene. **Events** The latest trends in the event industry will be dealt with and future trends will be analyzed. Developments in event implementation in terms of technology and marketing will be identified. Students will become familiar with industry trends such as sustainability in event implementation ("Green Events") and the concept of "Events 2.0". This will be followed by a critical discussion of the emerging trends in the event industry.

number of module:	title of module:	extent:
MRE	**Management Research**	**4 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 3	
allocation to branches	Business Transfer & Empirical Studies	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Business Transfer & Empirical Studies	
recommended reading list	**Sports Management Research** Andrew. D., Pedersen, P.M. & McEvoy, C. (2011). Research Methods and Design in Sport Management. Champaign, Ill.: Human Kinetics. Love, A. & Andrew, D.P.S. (2012). The intersection of sport management and sociology of sport research: A social network perspective. Sport Management Review, 15 (2), 244-256. Veal, A.J. & Darcy, S. (2014). Research Methods in Sport Studies and Sport Management. A Practical Guide. London, New York: Routledge. Journals (online via FH-Library): European Sport Management Quarterly Journal of Sport Management Sport Management Review Sport Marketing Quarterly **Cultural Management Research** Saukko, P. (2006): Doing research in cultural studies: an introduction to classical and new methodological approaches. Sage Barker, C. (2012): Cultural studies: theory and practice. Sage Publications Barry, Peter (2008): Beginning Theory: An Introduction to Literary and Cultural Theory Smith, Philip / Riley, Alexander (2009): Cultural Theory: An Introduction [Kindle Edition]	
learning outcomes of course unit	**Sports Management Research** Students analyse the key journals in sport management. They know the most important authors, methods and approaches in modern sport management research. **Cultural Management Research** Students know the key research areas and identify the most advantageous elements of theory construction. They understand the advantages and disadvantages of methodological approaches and are able to reflect on and estimate the correlation between theory and empiricism.	

course unit title	**Sports Management Research**
extent	2 ECTS
semester	Semester 3
forms of teaching and studying	SE
examination modalities	written examination (seminar paper)
contents of course	The hierarchy of key research questions, research objectives and research topics / primary and secondary data / audience research / fan culture / good governance / corruption / fair play and other ethical considerations / gender in sport / the influence of technology in sport.
course unit title	**Cultural Management Research**
extent	2 ECTS
semester	Semester 3
forms of teaching and studying	SE
examination modalities	written examination (seminar paper)
contents of course	Introduction to the topic areas, issues and methods; empirical areas: cultural user research; evaluation and sustainability of cultural organizations; theoretical areas: cultural conceptualizations; cultural policy research; the influence of technology and changing cultural practice / correlation between practice and theory.

number of module:	title of module:	extent:
BPR	**Business Projects**	**8 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 2 & 3	
allocation to branches	Business Transfer & Empirical Studies	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Social & Intercultural Competences	
recommended reading list	Beech, J., Kaiser, S., Kaspar, R. (eds.) (2014): Business of Events Management. Pearson, Harlow Kerzner, Harold (2006): Project Management: A Systems Approach to Planning, Scheduling and Controlling. Wiley&Sons Zimmermann, J. T. (2007): Sport sponsorship in B2B organizations: A survey of strategies and consumer perception. VDM Verlag Skinner, B. E. (2003): Event sponsorship. Wiley Preston, C. A. (2012): Event Marketing: How to Successfully Promote Events, Festivals, Conventions, and Expositions. Wiley	
learning outcomes of course unit	**Business Project I & II** Students can apply project management in the field of sport/culture/events. They master the core fundamentals (design/creation, planning, finance/budgeting, implementation, documentation, evaluation, controlling) and are able to practically apply this knowledge in their own or in external projects.	
course unit title	**Business Project I**	
extent	4 ECTS	
semester	Semester 2	
forms of teaching and studying	PT	
examination modalities	Immanent exam character (final report)	
contents of course	- Joint kick-off lecture - Close coordination with project management - Briefing with the project client - Project development and control - Monthly report preparation - Coaching - Implementation and completion - Support in the realization of the project - Post-project report/documentation/final presentation	

course unit title	**Business Project II**
extent	4 ECTS
semester	Semester 3
forms of teaching and studying	PT
examination modalities	Immanent exam character (final report)
contents of course	- Joint kick-off lecture - Close coordination with project management - Briefing with the project client - Project development and control - Monthly report preparation - Coaching - Implementation and completion - Support in the realization of the project - Post-project report/documentation/final presentation Based on the previous knowledge acquired in the first business project, students design and produce more advanced and sophisticated events or projects.

number of module:	title of module:	extent:
ELE	**Electives**	**6 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 3 & 4	
allocation to branches	Business Transfer & Empirical Studies	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules	Social & Intercultural Competences	
recommended reading list	Bowdin, G. (Ed.) (2010): Events Management. 3. ed., Elsevier, Amsterdam (u.a.) Masterman, G. (2009): Strategic sports event management: an international approach. 2. ed., Olympic ed., Elsevier Butterworth-Heinemann, Amsterdam (u.a.) Hartley, J. (2003): A short history of cultural studies. Sage Hall, S. (2010): Questions of cultural identity. Sage Throsby, D. (2001): Economics and Culture. Cambridge University	
learning outcomes of course unit	**Electives I & II** Students are able to use their previously acquired knowledge in sport and cultural development as well as in sport and cultural management to contribute to discussions. Also they are able to scrutinize, classify and contrast new findings. They are able to suitably evaluate the conduct of experts from industry and academia. They are able to initiate contact with the experts and/or develop and understand both the Austrian and international markets.	
course unit title	**Elective I**	
extent	3 ECTS	
semester	Semester 3	
forms of teaching and studying	ILV	
examination modalities	Immanent exam character (active participation incl. reflection)	
contents of course	**Example for a possible elective: Winter School** As part of the Winter School current structural changes within the sport and leisure industries will be considered and will be discursively contrasted from the perspectives of science as well as in practice. The students and international participants will be offered an interesting and challenging program which comprises of academic lectures and workshops from renowned speakers on current topics such as the recent "Winter Sport Events - Challenges of Diversity and Inclusion". The lectures and workshops will be combined with opportunities for practical experience, which will have an immediate practical relevance to the particular topics.	

course unit title	Elective II
extent	3 ECTS
semester	Semester 4
forms of teaching and studying	ILV
examination modalities	Immanent exam character (active participation incl. reflection)
contents of course	**Example for a possible elective: Summer School** As part of the Summer School current structural changes within cultural management will be considered and will be discursively contrasted from the perspectives of science as well as in practice. The students and international participants will be offered an interesting and challenging program, which comprises of academic lectures and workshops from renowned speakers on current topics such as the recent: "Do we need new cultural identities? - Strategies of Cultural Management for Representation and Cooperation of Art Institutions and Artists across Europe". The lectures and workshops will be combined with opportunities for practical experience, which will have an immediate practical relevance to the particular topics. The Summer School takes place in Epidavros in Greece.

number of module:	title of module:	extent:
MTR	**Master Thesis Research**	**26 ECTS**
degree program	Sports, Culture & Events Management	
curricular semester	Semester 2, 3 & 4	
allocation to branches	Business Transfer & Empirical Studies	
level of course unit	Second cycle, Master	
previous knowledge		
blocked	No	
group of participants	Bachelor	
contribution to the subsequent modules		
recommended reading list	Creswell, J.W. (2012). Qualitative Inquiry and Research Design: Chossing Among Five Approaches. 3rd edition. Thousand Oaks et al: Sage. Darlington, Yvonne / Scott, Dorothy (2002): Qualitative Research in Practice – Stories from the Field, Open University Press, Maidenhead / Philadelphia Denzin, Norman K. / Lincoln, Yvonna S. (2000): Handbook of Qualitative Research, 2. Auflage, SAGE Publications, Thousand Oaks / London / New Delhi Flick, Uwe (2006): An Introduction to Qualitative Research, 3. Auflage, SAGE Publications, London / Thousand Oaks /New Delhi Getz, D. (2012): Event Studies: Theory, Research and Policy for Planned Events. Oxford: Butterworth-Heinemann. Gill, J. & Johnson, P. (2010). Research Methods for Managers. 4th edition: London: Sage. Madgalinski, T. (2013). Study Skills for Sports Studies. London: Routledge. Rallis, S.F. & Rossman, G.B. (2012). New York: Guilford Press. Rumsey, D.J. (2009). Statistics II for Dummies. Hoboken: Wiley. Saukko, Paula (2006). Doing research in cultural studies: an introduction to classical and new methodological approaches. Sage Publications Ltd. Spicer, J. (2004). Making Sense of Mulitvariate Data Analysis: An Intuitive Approach. Thousand Oaks et al.: Sage. Yin, R.K. (2010). Qualitative Research from Start to Finish. New York: Guilford Press.	
learning outcomes of course unit	**Research Methods** Students get a deep understanding of quantitative and qualitative methods and develop the ability to apply them. Furthermore, they are able to draw up their own complex research and set it out methodically and correctly. Students become familiar with the methods of quantitative and qualitative empirical social research, their strengths, weaknesses and areas of application. Through examples, they develop the necessary expertise to be able to design surveys and interview guidelines and correctly analyze and evaluate data.	

The practical development of the aforementioned knowledge prepare students for the formal and methodological use of scientific propositions in their studies as well as in their future careers - the discussion and critical questioning of the scientific methodology of a task will also be taken into consideration.

Thesis Preparation Seminar
Students are able to develop complex scientific propositions and compile research plans. This implies they are competent in both structure and content, as well as form and language at a high level and this accompanies the preparation of a research proposal and their related research questions and working hypotheses of the Master Thesis.

Master Thesis Seminar
Students can articulate, reflect and discuss about the issues that arise in relation to the Master Thesis topics. This exchange should initiate clarification processes and a process of peer-learning.

Master Thesis
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.

course unit title	Research Methods
extent	4 ECTS
semester	Semester 2
forms of teaching and studying	SE
examination modalities	written examination (seminar paper)
contents of course	A detailed look at the main methods of quantitative and qualitative empirical social research; Introduction to data analysis using SPSS or equivalent programs. Design and application of qualitative methods.

course unit title	Thesis Preparation Seminar
extent	2 ECTS
semester	Semester 3
forms of teaching and studying	SE
examination modalities	Exposé (active participation)
contents of course	The creation of a research proposal and the formulation of a research question and of hypotheses.

course unit title	Master Thesis Seminar
extent	2 ECTS
semester	Semester 4
forms of teaching and studying	SE
examination modalities	Immanent exam character (active participation)
contents of course	Discussion of problems and their possible methodological solutions to support the development of the Master Thesis topics. Discussion of literature and processes of writing as a form of research and knowledge acquisition.

course unit title	Master Thesis
extent	18 ECTS
semester	Semester 4
forms of teaching and studying	MA
examination modalities	Master Thesis
contents of course	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.

Graphical representation of the modules taken in each semester:

modules scheme (ECTS)

	Semester 1	Semester 2	Semester 3	Semester 4
1	Brigde Courses 1	Optional Module 1	Optional Module 1	EVE
2				
3				SOC
4				
5	Bridge Courses 2	Optional Module 2	Optional Module 2	ELE
6				
7				
8				INT
9	STR	MTR	MRE	ICM
10				
11				MTR
12				
13		EVE	STR	
14				
15	EVE		MCM	
16		MCM		
17				
18	MCM	FSU	INT	
19				
20				
21	FSU		MTR	
22				
23		BPR	ELE	
24				
25	SOC			
26				
27		ICM	BPR	
28				
29				
30	ICM			

3   ADMISSION REQUIREMENTS

Admission requirements

1) The general admission requirements is regulated by **§ 4 FHG idgF** of the General Student Guidelines. Subject-specific admission requirements to a master degree program at a University of Applied Sciences is a **relevant** bachelor's degree in a similar field or an equivalent program at a recognised post-secondary education institute either in Austria or abroad.

2) **Relevant** for admission to this master degree program are Bachelor's degrees with at least one of the following as core subjects, where the total of these subjects amounts to at least 30 ECTS credits: marketing, management and economics, sport, culture and event management or tourism and the leisure industry.

3) The FH Kufstein Tirol has designed its bachelor and master degree programs to be networked as set out by the Bologna Process. After completion of a bachelor degree, graduates are eligible to apply to for a number of master degree program both within the FH Kufstein and at other universities. For the master degree program in Sports, Culture & Events Management, graduates of the following bachelor degree programs at the FH Kufstein will be admitted:
   - International Business Studies
   - Marketing and Communication Management
   - Sports, Culture & Event Management
   - Business Management
   - Web Business & Technology
   - Facility & Real Estate Management

4) Applicants who have completed a degree in a different field to those listed in point 2 but has professional experience in a relevant field may also be considered.

5) The language of instruction and examinations in the full-time master degree program is English. Therefore, all students must provide proof from a recognised institute (see point 6) that they have attained level C1.

6) Applicants for whom English is not their first language need to submit evidence that their English language proficiency meets the degree requirements (i.e. CEFR level C1). The University accepts the following internationally recognised English language certificates as evidence of applicants' competence in the English language:
   - International English Language Testing System (IELTS);
   - Test of English as a Foreign Language (TOEFL);
   - Cambridge English: Proficiency (CPE);
   - Cambridge English: Advanced (CAE);
   - Pearson Test of English (PTE).

   The scores achieved by applicants on any of the above-mentioned tests must demonstrate that they have reached the level required (i.e. CEFR C1). Applicants who do not hold such a certificate can apply to the University to have their English language proficiency assessed (at applicants' own expense) through the British Council's computer-based English test (APTIS).

7) The language of instruction and examinations in the part-time master degree program is German. Therefore, all students from a country where German is not an official language must provide proof from a recognised institute such as the *Goethe Institut* or the *Österreich Institut* that they have attained level C1.

8) Responsibility for checking that applicants fulfil the admission requirements lies solely with the Director of Studies of the program Sports, Culture & Events Management.