

Study regulations of the Master's course

Sports, Culture & Event Management

To obtain the academic degree

Master of Arts in Business
abbreviated MA

as an appendix to the statutes of the
HOK | University of Applied Sciences Kufstein Tirol

Organizational form: full-time & part-time

Duration: 4 semesters

Scope: 120 ECTS

Places for beginners per academic year: 30 full-time
32 part-time

Version 1

Adopted by the Faculty on May 6, 2026
Program starts WS 2027/28

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1 OCCUPATIONAL PROFILES

1.1 Career opportunities

Thanks to the wide range of specialization options in the Master's program in Sports, Culture, and Event Management, graduates have access to a broad spectrum of career opportunities. The cross-industry focus of the program can be applied in a wide variety of fields—**key sectors** include, among others:

Recreation, culture, and sports organizations	Education
Tourism and hospitality	Advertising and marketing communications
Retail	Information and Consulting

The job market offers graduates a wide range of opportunities not only within companies specializing in sports, culture, and event management—they can also be employed in various roles within the marketing departments of large corporations (e.g., in the event departments of Audi, BMW, and many others). Communications departments require expertise in **event management combined with leadership and teamwork skills**. The professionalization of sports demands **management** expertise and specialized training. The increasing **commercialization of services and activities** offered by **public institutions**, such as museums, also requires specialized personnel—and this is where this degree program comes in.

The Master's program in Sports, Culture, and Event Management prepares graduates to take on a variety of roles. Designed with a focus on **leadership responsibilities**, the program ensures that graduates are equipped to assume numerous positions of high responsibility.

Thanks to the program's interdisciplinary approach, graduates with a solid management education can take on tasks in any area of **sports, culture, and event management**—including **leadership positions** in KMUS or larger companies (particularly in the field of event marketing and sponsorship). The program is designed to contribute to the growing professionalization and academic development of the industry.

Students have access to a variety of career paths that can be supported by the numerous qualifications they acquire. Various **areas of focus** (e.g., business, management, communication), **product areas** (the nature and degree of connection to sports and culture), and a broad range of **organizational types** (various kinds of organizations—from government agencies to nonprofits) point to some of the specializations available upon completion of the Sports, Culture, and Event Management program.

1.2 Qualification profile

The qualification objectives and learning outcomes of the Master's program in Sports, Culture, and Event Management cannot be clearly assigned to a specific ISCED (International Standard Classification of Education) level; the closest equivalence lies in the field of management. The content taught qualifies graduates for the broad range of professional fields mentioned in the previous chapters.

The program's learning objectives focus on imparting an understanding of the economic, sociopolitical, and managerial contexts of the sports, culture, and event management sectors. Furthermore, quantitative and qualitative approaches in the field of scientific methods are taught. In particular, the program covers methods and concepts necessary for addressing management issues within these sectors and for solving societal challenges. This includes knowledge in areas such as sports management and sports sciences, cultural management and cultural sciences, and event management and event sciences, as well as their integrative aspects (sustainability, event design & experience, sports and cultural tourism, public relations in sports, culture, and event management, nonprofit management & fundraising in sports and culture), and the teaching of digital trends in these fields. General management and business competencies are taught in the foundational course on Budgeting & Controlling s (part-time) or International Financial Management (full-time), Leadership Skills, Digital Marketing, Strategic & Innovation Management, and Project Management. In addition, complementary skills in the area of social skills are

covered through courses on team building, public relations at SKVM (part-time) or PR at SCEM (full-time), and leadership skills. Both program formats offer cross-disciplinary required-elective modules focusing on sports, culture, and events. The application of specialized knowledge, as well as feedback from current professional practice and research, takes place through practical projects. The integration and transfer of research findings occurs within the framework of academic seminars and a course on qualitative and quantitative research methodology.

Career Opportunities	Responsibilities	Competency Description	Competency Mapping	Modules
Event Manager	Concept Development	Ability to independently plan and oversee events, both digital and in-person	Technical Academic Personal Social	SKVM Fundamentals / SKVM Advanced / SKVM Practical Application / SKVM Elective Module
	Implementation	Ability to responsibly execute events and facilitate innovative experiences	Technical Academic Personal Social	SKVM Fundamentals / SKVM Practical Application / SKVM Advanced Studies / SKVM Elective Module
	Project Management	Ability to organize and take responsibility for international projects as a project leader	Technical Academic Human Resources Social Skills	Leadership & Social Skills SKVM / Practical Application SKVM / Elective Module SKVM
	Budgeting	Be able to manage the financing of events	Technical Academic	Fundamentals of SKVM / Leadership & Social Skills SKVM / Practical Application of SKVM
	Marketing	Ability to manage the international strategic marketing presence, both digital and analog	Technical Academic Human Resources Social Skills	SKVM Fundamentals / SKVM Leadership & Social Skills / SKVM Advanced Studies
Sports Manager	Sports Development	Ability to strategically implement and take responsibility for current developments in sports	Technical Academic Personnel Social	SKVM Fundamentals / SKVM Advanced / SKVM Elective Module
	Sports Sponsorship	Can take responsibility for strategic financing models	Technical Scientific Personal Social	SKVM Fundamentals / Leadership & Social Skills / SKVM Practical Application / SKVM Elective Module
	Marketing	Can innovatively utilize the international strategic brand presence of sports products as well as sports as a medium	Technical Academic Personal Social	SKVM Fundamentals / SKVM Leadership & Social Skills

			for non-sports-related products			
	Brand Development		Can build organizations and athletes in sports into a brand	Technical and Scientific Personal and Social		SKVM Fundamentals / Leadership & Social Skills SKVM
Cultural Manager	Cultural Media-tion		Ability to present cultural offerings with a focus on international target audiences and experiential settings	Professional and Academic Personal and Social		SKVM Fundamentals / SKVM Advanced Studies / SKVM Practical Application / SKVM Elective Module
	Organization		Ability to innovatively design offerings in various cultural-sector contexts	Professional and Academic Human Resources and Social Skills		SKVM Fundamentals / SKVM Advanced Topics / SKVM Leadership & Social Skills / SKVM Practical Application / SKVM Elective Module
	Strategy Development		Ability to take responsibility for strategic measures in cultural management and international cultural policy	Professional and Academic Personal and Social		SKVM Fundamentals / SKVM Advanced Topics / Leadership & Social Skills / SKVM Elective Module
	Budgeting		Can manage cultural financing while balancing sponsorship, public funding, and internal resources	Professional and Academic Personnel and Social		SKVM Fundamentals / SKVM Advanced / Leadership & Social Skills / SKVM Practical Application
	Marketing		Ability to manage the strategic marketing presence, both digital and analog	Technical and Academic Personal and Social		SKVM Fundamentals / SKVM Leadership & Social Skills
Tourism Manager	Marketing		Can develop and take responsibility for innovative brand strategies for destinations	Technical and Academic Personnel and Social		SKVM Fundamentals / Leadership & Social Skills SKVM
	Strategy Development		Ability to develop strategic partnerships with international sports and cultural institutions	Professional and Academic Personal and Social		SKVM Fundamentals / SKVM Advanced / Leadership & Social Skills / SKVM Elective Module
	Budgeting		Ability to take responsibility for financial plans	Professional and Academic		SKVM Fundamentals / SKVM Practical Application

PR and Press Manager	Interface management	Ma-	Ability to take responsibility for proactive and process-oriented stakeholder management in projects	Technical Academic Personal Social	and and	Advanced SKVM / Leadership & Social Skills SKVM / Practical Application SKVM / Elective Module SKVM
	Media Relations		Ability to plan and manage strategic press and public relations	Technical Academic Personal Social	and and	SKVM Specialization / SKVM Practical Application

2 CURRICULUM

2.1 Curriculum data

	FT	PT	Comments (if any)
First year of study (YYYY/MM ₊₁)	2027/28	2027/28	
Standard duration of study (Number of semesters)	4	4	
SWS (Total for all semesters)	54	54	
ASWS (Total for all semesters)	60	60	
ECTS (Total for all semesters)	120	120	
Winter Semester Start (Date, Note: possibly calendar week)	Calendar Week 40	Calendar Week 40	
Winter Semester End (Date, Note: possibly calendar week)	Calendar Week 5	Week 5	
Start of summer semester (Date, Note: possibly calendar week)	Week 11	Week 11	
Summer semester end (Date, Note: possibly calendar week)	Calendar Week 28	Week 28	
Winter Semester Weeks	15	15	
SS Weeks	15	15	
Mandatory semester abroad (Semester Specification)	No	No	
Language of Instruction (Specify)	English	German	The percentage of specialized courses taught in English is: vz: 100% of the total weekly course hours part-time: 51.85% of SWS
Professional Internship (Semester, duration in weeks per semester)	No	No	

2.2 Curriculum matrix

The following list of courses does not include the workload associated with supervising master's theses. For each thesis supervised, 0.6 SWS is allocated; that is, for 30 accredited study places, this results in an additional ASWS workload of 18 ASWS (full-time), and for 32 accredited study places, an additional ASWS workload of 19.2 ASWS (part-time), both of which occur in the 4th semester. In total, this results in an ASWS total of 37.2 ASWS over all 4 semesters for master's thesis supervision.

The 22 ECTS credits for the master's thesis are divided into 20 ECTS credits for the thesis itself and 2 ECTS credits for the final examination before a committee.

2.2.1 Curriculum matrix full-time

1. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
vz.BA.1	International Sports Management	ILV		X	2	1	2	30	BA SCEM	4
vz.BA.2	International Cultural Management	ILV		X	2	1	2	30	BA SCEM	4
vz.BA.3	International Event Management	ILV		X	2	1	2	30	BA SCEM	4
vz.BA.4	International Financial Management	ILV		X	2	1	2	30	BA SCEM	4
vz.MS.1	Team Building	ILV		X	2	2	4	60	MS SCEM	3
vz.SC.1	Sustainability	ILV		X	2	1	2	30	SC SCEM	4
vz.SC.2	Non-Profit Management & Fundraising in Sports and Culture	ILV		X	2	1	2	30	SC SCEM	3
vz.SC.3	Risk Management	SE		X	2	1	2	30	SC SCEM	4
Total line:					16		18	270		30
Course hours = Total WSH x course weeks					240					

2. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
vz.MS.2	Study Trip	ILV		X	2	1	2	30	MS SCEM	3
vz.MS.3	Leadership Concepts & Practice	ILV		X	2	1	2	30	MS SCEM	3
vz.MS.4	Digital Marketing	ILV		X	2	1	2	30	MS SCEM	3
vz.MS.7	Project Management	SE		X	2	1	2	30	MS SCEM	4
vz.OMC.1	Audience Development & Outreach (WP)*	SE		X	2	0.5	1.0	15.0	OMC	4
vz.OME.1	Venue Management (WP)*	SE		X	2	0.5	1.0	15.0	OME	4
vz.OMS.1	Organizational Behavior & Development in Sports Organizations (WP)*	SE		X	2	0.5	1.0	15.0	OMS	4
vz.PT.2	Business Project	PT		X	2	4	8	120	PT SCEM	4
vz.PT.4	Thesis Preparation Seminar	ILV		X	2	1	2	30	PT SCEM	3
vz.SC.4	Sports Governance	SE		X	1	1	1	15	SC SCEM	2
Total line:					17		21.0	315.0		30
Course hours = Total WSH x course weeks					255					

3. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
vz.MS.5	Strategic & Change Management	SE		X	2	1	2	30	MS SCEM	4
vz.MS.6	Cultural Awareness & Intercultural Competence	ILV		X	2	1	2	30	MS SCEM	3
vz.OMC.2	Digital Spaces in Culture (WP)*	SE		X	2	0.5	1.0	15.0	OMC	4
vz.OME.2	Managing the Event Workforce (WP)*	SE		X	2	0.5	1.0	15.0	OME	4
vz.OMS.2	Sports & Social Development (WP)*	SE		X	2	0.5	1.0	15.0	OMS	4
vz.PT.1	Research Methods & Evidence-based Management	ILV		X	2	1	2	30	PT SCEM	3
vz.PT.3	Elective	ILV		X	1	2	2	30	PT SCEM	2
vz.PT.5	Colloquium on Master's Thesis	SE		X	1	0.5	0.5	7.5	PT SCEM	2
vz.SC.5	Event Design & Experience	ILV		X	2	1	2	30	SC SCEM	3
vz.SC.6	Critical Sports & Cultural Theory	ILV		X	2	2	4	60	SC SCEM	3
vz.SC.7	Cultural Governance	SE		X	1	1	1	15	SC SCEM	2
Total line:					17		17.5	262.5		30
Course hours = Total WSH x course weeks					255					

4. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
vz.PT.6	Colloquium on Master's Thesis	SE		X	1	0.5	0.5	7.5	PT SCEM	2
vz.PT.7	Master's Thesis	SE		X	0	1	0	0	PT SCEM	22*
vz.PT.8	Generative AI in SCEM	SE		X	1	1	1	15	PT SCEM	2
vz.SC.8	Public Relations in SCEM	ILV		X	2	1	2	30	SC SCEM	4
Total line:					4		3.5	52.5		30
Course hours = Total WSH x course weeks					60					

* The 22 ECTS credits for the master's thesis are divided into 20 ECTS credits for the thesis itself and 2 ECTS credits for the final oral examination

Abbreviations	
E	Lecture in English language
ECTS	ECTS – Credit points
LV	Course
LVS	Course hour(s)
WSH	Weekly semester hour(s)
T	Lecture with technical background
WP	Elective subject

Summary curriculum data

Description	WSH	ASWS	ALVS	ECTS
Total number of courses over all semesters	54	60	900	120
Total number of courses in 1st year of study	33	39	585	60
Total number of courses in 2nd year of study	21	21	315	60
Total number of courses in 3rd year of study				
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of specialized courses in English over all semesters	54			120
Proportion of specialized courses in English over all semesters (Calculation excluding language courses)	100 %			100 %

2.2.2 Curriculum matrix part-time

1. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
bb.FS.1	Team Building	ILV			2	2	4	60	FS SKVM	3
bb.FS.2	Leadership Concepts & Practice (E)	SE		X	2	1	2	30	FS SKVM	4
bb.GL.1	Sports Management	ILV			2	1	2	30	GL SKVM	4
bb.GL.2	Cultural Management	ILV			2	1	2	30	GL SKVM	4
bb.GL.3	Event Management	ILV			2	1	2	30	GL SKVM	4
bb.GL.4	Budgeting & Controlling	ILV			2	1	2	30	GL SKVM	4
bb.VT.1	Non-Profit Management & Fundraising in Sports and Culture (E)	ILV		X	2	1	2	30	VT SKVM	3
bb.VT.2	Risk Management	SE			2	1	2	30	VT SKVM	4
Total line:					16		18	270		30
Course hours = Total WSH x course weeks					240					

2. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
bb.FS.3	Study Trip (E)	ILV		X	2	1	2	30	FS SKVM	3
bb.FS.4	Project Management (E)	SE		X	2	1	2	30	FS SKVM	4
bb.FS.5	Cultural Awareness & Intercultural Competence (E)	ILV		X	2	1	2	30	FS SKVM	3
bb.PT.1	Business Project	PT			2	4	8	120	PT SKVM	4
bb.PT.3	Thesis Preparation Seminar	ILV			2	1	2	30	PT SKVM	3
bb.VT.3	Event Design & Experience	ILV			2	1	2	30	VT SKVM	3
bb.VT.4	Sports Governance (E)	SE		X	1	1	1	15	VT SKVM	2
bb.WPK.1	Audience Development & Outreach (E) (WP)*	SE		X	2	0.5	1.0	15.0	WPK	4
bb.WPS.1	Organizational Behavior & Development in Sports Organizations (E) (WP)*	SE		X	2	0.5	1.0	15.0	WPS	4
bb.WPV.1	Venue Management (E) (WP)*	SE		X	2	0.5	1.0	15.0	WPV	4
Total line:					17		21.0	315.0		30
Course hours = Total WSH x course weeks					255					

3. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
bb.FS.6	Digital Marketing (E)	ILV		X	2	1	2	30	FS SKVM	3
bb.FS.7	Strategic & Change Management (E)	SE		X	2	1	2	30	FS SKVM	4
bb.PT.2	Research Methods & Evidence-based Management	ILV			2	1	2	30	PT SKVM	3
bb.PT.4	Elective (E)	ILV		X	1	2	2	30	PT SKVM	2
bb.PT.5	Colloquium on Master's Thesis	SE			1	0.5	0.5	7.5	PT SKVM	2
bb.VT.5	Critical Sports & Cultural Theory	ILV			2	2	4	60	VT SKVM	3
bb.VT.6	Cultural Governance (E)	SE		X	1	1	1	15	VT SKVM	2
bb.VT.7	Sustainability (E)	ILV		X	2	1	2	30	VT SKVM	3
bb.WPM.2	Digital Spaces in Culture (E) (WP)*	SE		X	2	0.5	1.0	15.0	WPK	4
bb.WPS.2	Sports & Social Development (E) (WP)*	SE		X	2	0.5	1.0	15.0	WPS	4
bb.WPV.2	Managing the Event Workforce (E) (WP)*	SE		X	2	0.5	1.0	15.0	WPV	4
Total line:					17		17.5	262.5		30
Course hours = Total WSH x course weeks					255					

4. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
bb.PT.6	Colloquium on Master's Thesis	SE			1	0.5	0.5	7.5	PT SKVM	2
bb.PT.7	Master's Thesis	SE			0	1	0	0	PT SKVM	22*
bb.PT.8	Generative AI in SCEM (E)	SE		X	1	1	1	15	PT SKVM	2
bb.VT.8	Public Relations in SCEM	ILV			2	1	2	30	VT SKVM	4
Total line:					4		3.5	52.5		30
Course hours = Total WSH x course weeks					60					

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Total number of courses in 1st year of study	33	39	585	60
Total number of courses in 2nd year of study	21	21	315	60
Total number of courses in 3rd year of study				
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of specialized courses in English over all semesters	28			51
Proportion of specialized courses in English over all semesters (Calculation excluding language courses)	51.85 %			42.5 %

2.3 Modularization

2.3.1 Module descriptions full-time

Module number:	Basics SCEM	Scope:	
BA SCEM		16	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management full-time		
Position in the curriculum	1. Semester		
Level	1. Semester: first cycle, Master		
Previous knowledge	1. Semester: not applicable / 1. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>International Cultural Management /ILV / LV-Nr: vz.BA.2 / 1.Semester / ECTS: 4</u> Bollo, A., Da Milano, C., Gariboldi, A., & Torch, C. (2017). Study on Audience Development. How to place audiences at the center of cultural organizations, Brussels: European Union. Byrnes, W.J., & Brkić, A. (2020). The Routledge Companion to Arts Management. New York: Routledge. Küpers, W.; Sonnenburg, S.; Zierold, M. (eds.) (2017). Rethinking Management. Perspectives and Impacts of Cultural Turns and Beyond, Wiesbaden: Springer. Mandel, B. (2017). Arts/Cultural Management in International Contexts. Hildesheim/Zürich/New York: Georg Olms. Carnwarth, J. D.; Brown, A. S., (2014). Understanding the Values and Impacts of Cultural Experiences. London: Arts Council of England. International Journal of Arts Management Tröndle, M. (2022). Non-Visitor Research. Audience Development for Arts Organisations, Wiesbaden: Springer Fachmedien.		
	<u>International Event Management /ILV / LV-Nr: vz.BA.3 / 1.Semester / ECTS: 4</u> Bladen, C., Kennell, J., Abson, E. and Wilde, N. (2017). Eventsmanagement: An introduction. 2nd ed. London, Routledge Bowdin, G.A.J., Allen, J., Harris, R., Jago, L., O'Toole, W., & McDonnell, I. (2023). Events Management (4th ed.). Routledge. Getz, D. and Page, S. (2019). Event studies: Theory, research and policy for planned events. 4th ed. London, Routledge. Raj, R., Walters, P. and Rashid, T. (2017). Events management: principles and practice. 3rd ed. London, SAGE Publications Ltd. Shone, A. and Parry, B. (2019). Successful event management: A practical handbook. 5th ed. USA, Cengage Learning.		
	<u>International Financial Management /ILV / LV-Nr: vz.BA.4 / 1.Semester / ECTS: 4</u> Eun, C. S., Resnick, B. G., & Chuluun, T. (2023). International financial management (10th ed., International Student Edition). McGraw-Hill Education. Berman, K., & Knight, J. (2008). Financial intelligence for entrepreneurs: What you really need to know about the numbers. Harvard Business Press.		
	<u>International Sports Management /ILV / LV-Nr: vz.BA.1 / 1.Semester / ECTS: 4</u> Downward, P., Frick, B., Humphreys, B. R., Pawlowski, T., Ruseski, J. E., & Soebbing, B. P. (Eds.). (2019). The SAGE handbook of sports economics. SAGE. Hoye, R., Misener, K., Naraine, M. L., & Ordway, C. (2022). Sport management: Principles and applications (6th ed.). Routledge. McCullough, B. P., Kellison, T., & Melton, E. N. (2022). The Routledge handbook of sport and sustainable development. Routledge. Naraine, M. L., Hayduk III, T., & Doyle, J. P. (2022). The Routledge handbook of digital sport management. Routledge. Nauright, J., & Zipp, S. (2020). Routledge handbook of global sport. Routledge.		
Acquisition of skills	<u>International Cultural Management /ILV / LV-Nr: vz.BA.2 / 1.Semester / ECTS: 4</u> The participants: • will be able to differentiate various cultural concepts and critically evaluate the implying value concepts. • will be able to assess the innovation potential of artistic production for society . • will be able to analyze decision-making processes in cultural management and their relation to economy, politics and education. • will be able to distinguish between public institutions and the creative industries. • will be able to differentiate legal frameworks, funding structures and organizational forms of cultural organizations. • will be able to describe and analyze the relationship between audiences and cultural organizations. • will be able to develop target group-specific cultural mediation concepts. • will be able to apply various change management strategies to cultural institutions. • will be able to implement audience development into cultural organizations.		

	<u>International Event Management /ILV / LV-Nr: vz.BA.3 / 1.Semester / ECTS: 4</u> The participants: • will be able to distinguish between different types of events and analyze their scope. • will be able to understand and apply event planning and management tools and processes. • will be able to appreciate the complexity of event planning and management. • will be able to analyze different kinds of information and data. • will be able to articulate and present arguments and ideas. • will be able to cooperate with their peers by working in groups, conducting joint information and finding solutions to practical programs.
Acquisition of skills	<u>International Financial Management /ILV / LV-Nr: vz.BA.4 / 1.Semester / ECTS: 4</u> The participants: • will learn about cost management and controlling approaches as functions of management in the application of basic business administration knowledge and skills, particularly in relation to SME's, sports, culture, and events. • will learn and be able to demonstrate project management skills and the ability to perform cost and income statement analysis. • will learn and be able to demonstrate the application of planning and control systems as well as direct costing and break-even analysis. • will learn and be able to demonstrate the ability to perform calculation of contribution margins and common cost analysis. • will learn and be able to demonstrate the ability to identify and analyze appropriate key performance indicators. • will be able to carry out the planning and budgeting for specific event concepts and to find the starting points for value-based controlling. • will be able to assess the resulting competitive advantages through efficient cost structures.
	<u>International Sports Management /ILV / LV-Nr: vz.BA.1 / 1.Semester / ECTS: 4</u> The participants: • understand the specific characteristics of the international sports market. • are able to reflect the fundamental concepts and theories in the field of international sports and sports management. • 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. • know about the structures of global governance in sports.
Course contents	<u>International Cultural Management /ILV / LV-Nr: vz.BA.2 / 1.Semester / ECTS: 4</u> Students gain fundamental insights into various fields of cultural management and deal intensively with the central tasks of cultural management. These include: Fundamentals of cultural policy, economic characteristics of the cultural sector (profit and non-profit), different financing and funding concepts, current cultural mediation and cultural education practices, audience development and change management as well as different cultural leadership models. These aspects are not only considered in an international comparison, but also in their mutual interdependence and are intensively examined using case studies. All of this is done using an approach that is critical of discrimination and sensitive to diversity.
	<u>International Event Management /ILV / LV-Nr: vz.BA.3 / 1.Semester / ECTS: 4</u> - Event typologies and classifications - Event planning models and planning stages - Event life cycle - Stakeholder analysis - Event idea generation - Event logistics and operations - Event evaluation
	<u>International Financial Management /ILV / LV-Nr: vz.BA.4 / 1.Semester / ECTS: 4</u> The course will build on the approaches to value-based controlling, utilizing: - Zero based budgeting - Performance measurement - Contribution margin calculation Concepts examined will include: - Basic budget planning - Classification in the planning process - Assessment of organization and project success - Actual vs. target comparisons - Key performance indicators
	<u>International Sports Management /ILV / LV-Nr: vz.BA.1 / 1.Semester / ECTS: 4</u> - 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 - Changing values, diversity, inclusion, and gender issues in sports management

Teaching and learning methods	<u>International Cultural Management /ILV / LV-Nr: vz.BA.2 / 1.Semester / ECTS: 4</u> integrated course
	<u>International Event Management /ILV / LV-Nr: vz.BA.3 / 1.Semester / ECTS: 4</u> integrated course
	<u>International Financial Management /ILV / LV-Nr: vz.BA.4 / 1.Semester / ECTS: 4</u> integrated course
	<u>International Sports Management /ILV / LV-Nr: vz.BA.1 / 1.Semester / ECTS: 4</u> integrated course
Evaluation Methods Criteria	<u>International Cultural Management /ILV / LV-Nr: vz.BA.2 / 1.Semester / ECTS: 4</u> Presentation Exam
Evaluation Methods Criteria	<u>International Event Management /ILV / LV-Nr: vz.BA.3 / 1.Semester / ECTS: 4</u> Portfolio exam
	<u>International Financial Management /ILV / LV-Nr: vz.BA.4 / 1.Semester / ECTS: 4</u> Exam
	<u>International Sports Management /ILV / LV-Nr: vz.BA.1 / 1.Semester / ECTS: 4</u> Exam

Module number:	Specialization SCEM	Scope:	
SC SCEM		25	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
	4. Semester		
Level	1. Semester: first cycle, Master / 1. Semester: first cycle, Master / 2. Semester: first cycle, Master / 3. Semester: first cycle, Master / 4. Semester: first cycle, Master		
Previous knowledge	1. Semester: not applicable / 1. Semester: not applicable / 2. Semester: not applicable / 3. Semester: not applicable / 4. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Non-Profit Management & Fundraising in Sports and Culture /ILV / LV-Nr: vz.SC.2 / 1.Semester / ECTS: 3</u> Ahmed, S. (2022): Effective Nonprofit Management: Context, Concepts, and Competencies. Garcia-Rodriguez, Inigo, and M. Elena Romero-Merino. Financing Nonprofit Organizations. 2020. Hallmann, K., Heikkinen, S., & Vehmas, H. (2024). Management of sport organizations at the crossroad of responsibility and sustainability: Perceptions, Practices, and prospects around the World (Vol. 25). Springer Nature. Hums, M.A., Kluch, Y., Schmidt, S.H. & MacLean, J.C. (2023). Governance and Policy in Sport Organizations (5th ed.). Routledge. Thornton, P., Ocasio, W., Lounsbury, M. (212): The Institutional Logics Perspective: A New Approach to Culture, Structure and Process (Oxford Academic, https://doi.org/10.1093/acprof:oso/9780199601936.001.0001 . Worth, M.J. (2020). Nonprofit Management: Principles and Practice (6th ed.). Sage.		
	<u>Sports Governance /SE / LV-Nr: vz.SC.4 / 2.Semester / ECTS: 2</u> Belcastro, F. (2023). A Game of Politics? International Sport Organisations and the Role of Sport in International Politics. The International Spectator. Freeburn, L. (2018). Regulating International Sport. Brill. Garcia, B. & Smokvina, V. (2026). (eds.). The European Model of Sport Hallmann, K. & Petry, K. (2013). Comparative Sport Development. Springer Henry, I. & Ko, L.-M. (2014). (eds.). Routledge Handbook of Sport Policy. London: Routledge. Sport, Law, Policy and Diplomacy Journal International Journal of Sport Policy and Politics		
	<u>Event Design & Experience /ILV / LV-Nr: vz.SC.5 / 3.Semester / ECTS: 3</u> Berridge, G. (2006). Events Design and Experience. London, Routledge. Edger, C. and Oddy, R. (2018). 87 Key Models for Event, Venue and Experience (EVE) Managers. UK, Libri Publishing. Smit, B. & Melissen, F. (2017). Sustainable Customer Experience Design: Co-creating experiences in Events, Tourism and Hospitality. London, Routledge.		
	<u>Critical Sports & Cultural Theory /ILV / LV-Nr: vz.SC.6 / 3.Semester / ECTS: 3</u> Duerr, V., Miller, T., O'Brien, D. (2018). The Routledge Handbook of Global Cultural Policy. London: Routledge. Finkel, R., Sharp, B. and Sweeney, M. (2018). Accessibility, inclusion, and diversity in Critical Event Studies. London, Routledge. Edwards, Erica B., & Esposito J. (2020). Intersectional Analysis as a Model to Analyze Popular Culture. Clarity in the Matrix, Milton: Routledge. Haber, J. (2020). Critical Thinking. Boston: MIT Press. Journals: Cultural Sociology, International Journal of Intercultural Relations, International Review for the Sociology of Sport, Journal of Sport Management, European Sport Management Quarterly, Journal of Sport and Social Issues, Sport in Society, Sport Management Review		
	<u>Cultural Governance /SE / LV-Nr: vz.SC.7 / 3.Semester / ECTS: 2</u>		

	Alasuutari, P., Qadir, A. 2019. Epistemic Governance. Social Change in the Modern World Ansell, C.K., Torfing, J. 2022. Handbook on theories of governance Rentschler, R. 2015. Arts Governance. People, Passion, Performance. Routledge Rentschler, R. et al. (ed). 2025. The Routledge Companion to Governance in the Arts World. 2025. Toledo Silvia, G. 2015. "UNESCO and the coining of cultural policy", 10th International Conference in Interpretive Policy Analysis, 8–10 July 2015, Lille, France. Turbide, J., C. Laurin, L. Lapierre and R. Morissette. 2008. "Financial crisis in the arts sector: Is governance the illness or the cure?" in: International Journal of Arts Management 10(2), 4–13
	<u>Public Relations in SCEM /ILV / LV-Nr: vz.SC.8 / 4.Semester / ECTS: 4</u> Gunning, E. (2019): Public Relations: a practical approach, Red Globe Press Silverman, D.A., & Smith, R.D. (2024). Strategic Planning for Public Relations (7th ed.). Routledge. https://doi.org/10.4324/9781003348467 Luttrell, R. M., & Capizzo, L. W. (2025). Public relations campaigns: An integrated approach. Sage Publications.
Literature recommendation	<u>Risk Management /SE / LV-Nr: vz.SC.3 / 1.Semester / ECTS: 4</u> Silvers, J. (2007). Risk Management for Meetings and Events. London: Routledge. Wynn-Moylan, P. (2017). Risk and Hazard Management for Festivals and Events. London: Routledge. Sports Grounds Safety Authority (ed.) (2018). Guide to Safety at Sports Grounds (6th ed.). London: Sports Grounds Safety Authority. Toft, B. and Reynolds, S. (2005). Learning from Disasters: A Management Approach (3rd ed.). Leicester, UK: Perpetuity Press Limited. Event Safety Alliance of USA, Inc. (ed.) (2013). The Event Safety Guide: A Guide to Health, Safety and Welfare at Live Entertainment Events in the United States (1st ed.). Scottsdale, AZ: Event Safety Alliance.
	<u>Sustainability /ILV / LV-Nr: vz.SC.1 / 1.Semester / ECTS: 4</u> Luthe, T. & Kutzschenbach, M., 2016. Building common ground in mental models of sustainability. Sustainability: the Journal of Record, Issue 9(5), pp. 247-254. Rockström, J. et al., 2009. Planetary Boundaries: Exploring the Safe Operating Space for Humanity. Ecology & Society, Issue 14(2), p. online. Jones, M., 2018. Sustainable Event Management : A Practical Guide. London: Routledge. Holmes, Kirsten, et al. Events and Sustainability, Taylor & Francis Group, 2015. Mair, J., 2019. Rethinking Event Sustainability. In: J. Ambrecht, E. Lundber & T. D. Andersson, eds. A research Agenda for Event Management. Cheltenham, UK: Edward Elgar Publishing, pp. 7 - 22. Laloux, F, 2017. Reinventing Organisations, Vahlen. Hutchins, G. & Storm L., 2019, Regenerative Leadership, WordzWorth.
Acquisition of skills	<u>Non-Profit Management & Fundraising in Sports and Culture /ILV / LV-Nr: vz.SC.2 / 1.Semester / ECTS: 3</u> The participants: • know the specific challenges of civil society non-profit organizations in sports and culture. • understand their dynamics and can critically reflect on external influences and master the complexity of nonprofit logics in favor of public welfare-oriented purposes. • are familiar with financing strategies and efficient evaluation methods such as impact analyses. • will be able to systematically analyze the governance and organizational structures of non-profit organizations in sports and culture, to apply key principles of strategic management to non-profit settings and assess the impact of public policy on funding opportunities.
	<u>Sports Governance /SE / LV-Nr: vz.SC.4 / 2.Semester / ECTS: 2</u> The participants: • will be able to explain and critically discuss core concepts underpinning the governance of modern global sports, including ideas related to autonomy, neutrality and the overall structure of sports. • will be able to critically evaluate good governance practices and plan the implementation of sports governance principles in practice. • will be able to reflect critically on institutions and regularities as well as socio-political contexts of European and international sports and cultural policy.
	<u>Event Design & Experience /ILV / LV-Nr: vz.SC.5 / 3.Semester / ECTS: 3</u> The participants: • engage with the creation and design of events. • understand which measures are required for the staging of events and are familiar with the technical possibilities for realizing creative objectives. • develop a market- and customer-oriented mindset and demonstrate an understanding of task- and time-driven workflows. • are able to contribute actively and solution-oriented in group work, fostering creativity and commitment. • are capable of receiving, processing, and responding appropriately to critical feedback by applying communicative and emotional intelligence.
	<u>Critical Sports & Cultural Theory /ILV / LV-Nr: vz.SC.6 / 3.Semester / ECTS: 3</u>

	The participants: • are provided with basic skills in logical thinking, argumentation, and decision-making, which help them to reflect on ethical, socio-political, and technological challenges in the fields of sports and culture. • will be equipped with critical thinking skills to examine and challenge taken-for-granted assumptions, ethical dilemmas and power structures and ideologies embedded in policies and practices and how they have shaped conventional sport and cultural management research and practice. • consider postcolonial theories in the context of the cultural sector and critically examine issues of representation and interpretive authority. • will be able to assess how these reproduce societal consequences, such as systemic inequality, and apply analytical tools to assess current practices, how to challenge dominant ideologies and explore alternative and transformative, socially just management approaches that promote inclusion, ethical governance, and equity and engage in responsible decision-making that is grounded in ethical responsibility and reflexivity. • will be able to integrate interdisciplinary insights from sport sociology, management, and critical theory, politics and policy.
	<u>Cultural Governance /SE / LV-Nr: vz.SC.7 / 3.Semester / ECTS: 2</u> The participants: • distinguish between global systems of cultural governance on organizational and field level. • critically assess the advantages and disadvantages, challenges and benefits of the systems. • compose positive governance mechanisms and apply the systems in terms of ethical and social responsibility.
	<u>Public Relations in SCEM /ILV / LV-Nr: vz.SC.8 / 4.Semester / ECTS: 4</u> The participants: • are familiar with the innovative use of media and their role within project processes. • master strategies for action in speaking, writing, and visual communication. • understand different media formats and text types and are able to classify and apply them appropriately. • develop a confident, trustworthy, and persuasive presence through presentations.
Acquisition of skills	• demonstrate clear and precise language skills, handle terminology accurately, and establish the ability to discuss and critically engage with various media contents. <u>Risk Management /SE / LV-Nr: vz.SC.3 / 1.Semester / ECTS: 4</u> The participants: • are able to understand the complex challenges in event management and identify and manage the associated risks. • are able to systematically identify, analyze and assess potential hazards at events, and derive appropriate mitigation measures. • are able to evaluate the legal dimensions of risk management. • are able to understand the relevance of emergency management and crowd management within the context of event safety. • are able to determine the maximum occupancy of event venues, taking into account both the usable area and the capacities of available escape routes. • are able to critically discuss and assess information, data and evidence to support well-founded safety-related decisions. • are able to apply theoretical knowledge to practical event scenarios in a solution-oriented manner.
	<u>Sustainability /ILV / LV-Nr: vz.SC.1 / 1.Semester / ECTS: 4</u> The participants: • analyze sustainability related issues with a system's thinkers lens. • evaluate the impact of activities in SCEM on the planetary boundaries. • consider the relationship between various aspects of sustainability (social justice, environmental carrying capacity, economic equality, technology use, participation) in their decision making as managers. • apply methods of circular design to the development of their products and services. • apply tools to strengthen their own and their stakeholders mental resilience in context of climate or collapse anxiety. • design events, sport or cultural institutions so that they are greener or even regenerative. • consider the psychology and sociology of sustainability in their management practices. • identify and use regenerative forms of leadership and organizational design.
Course contents	<u>Non-Profit Management & Fundraising in Sports and Culture /ILV / LV-Nr: vz.SC.2 / 1.Semester / ECTS: 3</u> A large proportion of cultural offerings are part of the so-called third sector. They are civil society organizations, pursue public welfare purposes, contribute to social change and in some cases exhibit characteristics of alternative forms of organization. Governance structures are examined, including the roles and responsibilities of boards and the challenges of managing volunteers and other stakeholder expectations. The seminar will also consider financial structures of non-profit organizations and different revenue sources and address challenges of financing, also regarding the interplay of intrinsic and extrinsic values. The seminar will analyze financing strategies from the public hand to crowdfunding. Special emphasis is placed on impact analyses and their potential for organizational development and the search for cooperation and financing partners. Students will analyze real-world examples of non-profit organizations to understand practical applications of governance principles and fundraising strategies. Future directions in non-profit management in sports and culture will address innovation in fundraising and digital transformation.

Course contents	<u>Sports Governance /SE / LV-Nr: vz.SC.4 / 2.Semester / ECTS: 2</u> Key concepts underpinning global sports governance – including autonomy, neutrality and structural issues – are presented and critically discussed. Principles and concepts of good governance are discussed, and students reflect on the practical implementation of such standards. The overall structure of global sports is likewise presented and analyzed
	<u>Event Design & Experience /ILV / LV-Nr: vz.SC.5 / 3.Semester / ECTS: 3</u> What is dramaturgy? – The internal structure with a focus on storytelling – Storytelling from the perspective of neuroscience – The external structure – Dramaturgical models with regard to narrative tension Staging – Transmedia storytelling – Creativity techniques for event staging – Practical development of a staging concept through group exercises – Staging opportunities for the event manager The Script New forms of event staging – digital and technological effects – The emergence of new event formats – Social media marketing as an event tool
	<u>Critical Sports & Cultural Theory /ILV / LV-Nr: vz.SC.6 / 3.Semester / ECTS: 3</u> - critical thinking as a transformative tool for analyzing and reshaping sport and cultural management practices. - foundational theories from critical sociology, culture and sport management to analyze and explain how power, ideology, and inequality shape decision-making and stakeholder relationships in current managerial praxis - ethical dilemmas and political dimensions of stakeholder relations to explore tensions between market-driven factors and social responsibility - human rights as a critical framework for governance and inclusion to analyze how participation, accessibility, and equity can be undermined by institutional norms and global inequalities - current practical examples from the fields of sports and culture that require a critical approach
	<u>Cultural Governance /SE / LV-Nr: vz.SC.7 / 3.Semester / ECTS: 2</u> Cultural governance has different systems and levels of action around the world: Boards play a role in the Anglo-Saxon world, cultural policy in European countries as well as in some former colonized countries. In democracies, they share the same concerns such as participation and representation, organizational development, social change
	and democratic principles. However, governance can also be used as an ideological instrument, as can be observed in illiberal democracies. The seminar deals with the systematic categorization of forms and norms of cultural governance at the field level and at the level of individual organizations. Questions of transformation and current social and political challenges provide the context to understand the role of governance in the arts world.
	<u>Public Relations in SCEM /ILV / LV-Nr: vz.SC.8 / 4.Semester / ECTS: 4</u> - Introduction to foundational texts on media usage - Iconography and oral traditions - Historical understanding of writing systems - Writing press releases and announcement texts (flyers, posters, brochures, etc.) - Public speaking (radio, television, corporate videos, etc.), presentation skills, welcoming speeches, and lecture delivery - Innovative idea distribution as a competency in academic training
	<u>Risk Management /SE / LV-Nr: vz.SC.3 / 1.Semester / ECTS: 4</u> - Terminology of Risk Management - Fundamentals of Risk Management in the Event Context - Legal Frameworks and Standards - Hazard Identification and Risk Assessment - Structural, Technical and Organizational Safety Measures - Crowd Management - Emergency Management - Application and Reflection (Analysis of Real-World Case Studies)
	<u>Sustainability /ILV / LV-Nr: vz.SC.1 / 1.Semester / ECTS: 4</u>

	- system's thinking and complexity - regenerative design vs. sustainable development - planetary boundaries - impact of SCEM activities on planetary boundaries - C2C design - regenerative management principles - different reporting approaches and their strength and weaknesses - psychology of climate change & collapse
Teaching and learning methods	<u>Non-Profit Management & Fundraising in Sports and Culture /ILV / LV-Nr: vz.SC.2 / 1.Semester / ECTS: 3</u> integrated course
	<u>Sports Governance /SE / LV-Nr: vz.SC.4 / 2.Semester / ECTS: 2</u> seminar
	<u>Event Design & Experience /ILV / LV-Nr: vz.SC.5 / 3.Semester / ECTS: 3</u> integrated course
	<u>Critical Sports & Cultural Theory /ILV / LV-Nr: vz.SC.6 / 3.Semester / ECTS: 3</u> integrated course
	<u>Cultural Governance /SE / LV-Nr: vz.SC.7 / 3.Semester / ECTS: 2</u> seminar
	<u>Public Relations in SCEM /ILV / LV-Nr: vz.SC.8 / 4.Semester / ECTS: 4</u> integrated course
	<u>Risk Management /SE / LV-Nr: vz.SC.3 / 1.Semester / ECTS: 4</u> seminar
	<u>Sustainability /ILV / LV-Nr: vz.SC.1 / 1.Semester / ECTS: 4</u> integrated course
Evaluation Methods Criteria	<u>Non-Profit Management & Fundraising in Sports and Culture /ILV / LV-Nr: vz.SC.2 / 1.Semester / ECTS: 3</u> Portfolio exam
	<u>Sports Governance /SE / LV-Nr: vz.SC.4 / 2.Semester / ECTS: 2</u> Exam
	<u>Event Design & Experience /ILV / LV-Nr: vz.SC.5 / 3.Semester / ECTS: 3</u> Portfolio exam
	<u>Critical Sports & Cultural Theory /ILV / LV-Nr: vz.SC.6 / 3.Semester / ECTS: 3</u> Portfolio exam
	<u>Cultural Governance /SE / LV-Nr: vz.SC.7 / 3.Semester / ECTS: 2</u> Portfolio exam
Evaluation Methods Criteria	<u>Public Relations in SCEM /ILV / LV-Nr: vz.SC.8 / 4.Semester / ECTS: 4</u> Portfolio exam
	<u>Risk Management /SE / LV-Nr: vz.SC.3 / 1.Semester / ECTS: 4</u> Portfolio exam
	<u>Sustainability /ILV / LV-Nr: vz.SC.1 / 1.Semester / ECTS: 4</u> Portfolio exam

Module number:	Management & Social Skills SCEM	Scope:	
MS SCEM		23	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
Level	1. Semester: first cycle, Master / 2. Semester: first cycle, Master / 2. Semester: first cycle, Master / 3. Semester: first cycle, Master / 3. Semester: first cycle, Master		
Previous knowledge	1. Semester: not applicable / 2. Semester: not applicable / 2. Semester: not applicable / 3. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Team Building /ILV / LV-Nr: vz.MS.1 / 1.Semester / ECTS: 3</u> Belbin, R. (2010): Management Teams: Why they succeed or fail. Elsevier Science & Technology Mandal, M. (2022). Team Building and Appreciative Inquiry in Research and Development Teams. Vision, 29(3), 304-325. https://doi.org/10.1177/09722629211063528 (Original work published 2025)		
	<u>Study Trip /ILV / LV-Nr: vz.MS.2 / 2.Semester / ECTS: 3</u> Browaeyns, M Marie-Joëlle & Price, Roger (2019). Chapter 2: Dimensions of Culture: Hofstede and GLOBE. In Understanding Cross Cultural Management (4th ed). Harlow, United Kingdom: Pearson. Morrison, T., & Conaway, W. A. (2006). Kiss, bow, or shake hands: the bestselling guide to doing business in more than 60 countries (2nd Edition). Avon, Mass.: Adams Media. Richards, G., Palmer, R. (2010): Eventful cities: cultural management and urban revitalisation. Butterworth-Heinemann. Amsterdam.		
	<u>Leadership Concepts & Practice /ILV / LV-Nr: vz.MS.3 / 2.Semester / ECTS: 3</u> Northouse, P. G. (2025). Leadership: Theory and Practice (10th ed.). SAGE Publications. Harvard Business Review Press. (2011) HBR's 10 Must Reads on Leadership. Boston, Massachusetts. Har Journals: Leadership The Leadership Quarterly		
	<u>Digital Marketing /ILV / LV-Nr: vz.MS.4 / 2.Semester / ECTS: 3</u> Chaffey, D. & Ellis-Chadwick, F. (2022): Digital Marketing: Strategy, Implementation and Practice. 8th Edition. Pearson Education Limited. Hemachandran, K., Choudhury, D., Rodriguez, R.V., Wise, J.A., & T, R. (2024): Predictive Analytics and Generative AI for Data-Driven Marketing Strategies. 1st Edition. Chapman and Hall/CRC. Kingsnorth, S. (2022): Digital Marketing Strategy: An Integrated Approach to Online Marketing. 3rd Edition. Kogan Page. Kotler, P.; Armstrong, G.; Harris, L. C. & Piercy, N. (2016): Principles of Marketing. 7th European Edition. Pearson Education Limited. Krug, Steve (2013): Don't Make Me Think: A Common Sense Approach to Web Usability. 3rd Edition. New Riders. Pulizzi, J. (2013): Epic Content Marketing. McGraw-Hill. Provost, F. & Fawcett, T. (2013): Data Science for Business. O'Reilly Media. Roetzer, P. (2022): Marketing Artificial Intelligence: AI, Marketing, and the Future of Business. BenBella Books. Tavsan, N. & Erdem, C. (2018): Customer Experience Management: How to Design, Integrate, Measure and Lead. Tasora Books. Venkatesan, R. & Lecinski, J. (2021): The AI Marketing Canvas: A Five-Stage Road Map to Implementing AI in Marketing. Wiley.		
	<u>Strategic & Change Management /SE / LV-Nr: vz.MS.5 / 3.Semester / ECTS: 4</u> Dess, G. G., McNamara, G., Eisner, A. B., & Sauerwald, S. (2023). Strategic management: Creating competitive advantages (11th ed.). McGraw Hill Education. Kaplan, Robert S., & Norton, David P. (1996). Using the balanced scorecard as a strategic management system. Harvard Business Review, (July-August 2007), 150-161. Kim, W. Chan., & Mauborgne, Renée (2004). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. Harvard Business Review, (October 2004), 76-84. Porter, Michael E. (1996). What is Strategy? Harvard Business Review, (November-December 1996), 61-78. Porter, Michael E. (2008). The five competitive forces that shape strategy. Harvard Business Review, (January 2008), 78-93. Porter, Michael E. (1980). Generic Competitive Strategies. In Competitive Strategy - Techniques for Analyzing Industries and Competitors (pp. 34-46). New York, NY: Free Press.		

	<u>Cultural Awareness & Intercultural Competence /ILV / LV-Nr: vz.MS.6 / 3.Semester / ECTS: 3</u> Bennett, Milton & Ida Castiglioni (2004): "Embodied ethnocentrism and the feeling of culture: a key to training for intercultural competence". In Dan Landis, Janet M. Bennett & Milton J. Bennett (Eds.): Handbook of Intercultural Training (3 ed.), SAGE Publications, pp. 249-265. Esteve, Gustavo (2011): "Intercultural Inspiration: The Life and Work of Raimon Panikkar". In Wolfgang Dietrich and Others (Eds.): The Palgrave International Handbook of Peace Studies: A Cultural Perspective, New York, Palgrave Macmillan, pp. 570-585.
Literature recommendation	Rogers, Carl R. & Richard E. Farson (1987): "Active Listening". In R.G. Newman, M.A. Danzinger, M. Cohen (Eds): Communicating in Business Today, D.C. Heath & Company. Satir, Virginia (1988): The new peoplemaking, Palo Alto, CA: Science and Behavior Books. Trompenaars, Fons & Charles Hampden-Turner (2012): Riding the Waves of Culture. Understanding Diversity in Global Business, London: Nicholas Brealey Publishing. <u>Project Management /SE / LV-Nr: vz.MS.7 / 2.Semester / ECTS: 4</u> Project Management Institute. (2021). A guide to the project management body of knowledge (PMBOK® guide) (7th ed.). Project Management Institute. Timinger, H. (2025). Modern project management. Wiley-VCH.
Acquisition of skills	<u>Team Building /ILV / LV-Nr: vz.MS.1 / 1.Semester / ECTS: 3</u> The participants: • systematically distinguish between the different phases of team building. • identify prevailing problem structures and derive appropriate courses of action based on concrete case situations. • are familiar with specific team roles, their implications, and their development across different team-building phases, and can derive suitable alternative actions. • apply methods of experiential learning, reflection, and discursive exchange in a targeted manner. • develop empathy, conflict management skills, as well as discussion, argumentation, and persuasion abilities. • strengthen their sense of responsibility toward team members and themselves, including aspects of work-life management, and practice self-assertion. <u>Study Trip /ILV / LV-Nr: vz.MS.2 / 2.Semester / ECTS: 3</u> The participants: • are able to independently select a destination relevant to the study program and justify their selection on a professional basis. • analyze socio-cultural and economic data and facts of the target region. • are capable of independently designing and planning a targeted program that includes focuses in the context of sports, cultural, and event management, company visits, as well as meetings with cooperation partners, NGOs, embassies, and foreign trade centers. • identify social and cultural trends, economic developments, and political challenges of the respective region. • acquire intercultural competencies, discussion skills, and organizational abilities. <u>Leadership Concepts & Practice /ILV / LV-Nr: vz.MS.3 / 2.Semester / ECTS: 3</u> The participants: • will develop and understand of the general concept of leadership, various fundamental approaches to leadership, and various emerging approaches to leadership. • can critically reflect on their own individual outlooks and approaches to leadership. • can apply the skills of emotional intelligence. • develop an ability to confidently apply the lessons-learned directly to scenarios in the fields of sports, culture, events, and general management. • know the most important features and characteristics in the management of sports, culture and event organizations. <u>Digital Marketing /ILV / LV-Nr: vz.MS.4 / 2.Semester / ECTS: 3</u>

	The participants: • understand what customer experience means and why it is central to digital marketing. • recognize that the customer experience includes all touchpoints along the customer journey—from initial contact to purchase and beyond. • can identify the most important digital touchpoints (e.g., social media, website, email, search engines) and explain their importance for a positive customer experience. • are familiar with the key instruments of the online marketing mix (including SEO, SEA, social media, email marketing, content marketing, performance marketing). • understand the respective advantages, opportunities, and possible applications of these tools. • learn how to adapt the selection and combination of tools to corporate goals, target groups, and budgets. • understand how a marketing strategy works as a long-term, goal-oriented plan and what role market analysis, target group understanding, positioning, and value proposition play. • can explain the difference between strategy, plan, and tactics and know how individual measures are embedded in a holistic strategy. • gain insight into the development and implementation of marketing strategies, especially in the digital environment. • understand the basics of artificial intelligence and its potential applications in marketing, e.g., in data analysis, personalization, automation, and trend forecasting. • recognize the opportunities AI offers for more efficient marketing processes, better customer centricity, and optimized budgets. • gain an overview of current examples and trends in AI-supported marketing.
	<u>Strategic & Change Management /SE / LV-Nr: vz.MS.5 / 3.Semester / ECTS: 4</u> The participants: • will have a working knowledge of the concept of strategy and strategic management in general business. • are able to differentiate between the key concepts in the orientation of an organization - mission, vision and strategy. • will be able to demonstrate knowledge and application of several well-known developmental and analytical strategic frameworks and be able to demonstrate their application to analyze, assess, and evaluate various situations. • will have the ability to select and apply the lessons learned in solving problems and synthesize solutions to scenarios related to the management of sports, culture, and events.
	<u>Cultural Awareness & Intercultural Competence /ILV / LV-Nr: vz.MS.6 / 3.Semester / ECTS: 3</u> The participants: • know the concept of culture and cultural dimensions. • have insight into what intercultural competence involves and become acquainted with different perceptions of cultural difference and how these differences are experienced.

Acquisition of skills	• make connections between the cultural iceberg and their personal iceberg. • understand how their communication behavior develops according to their cultural background. • identify mechanisms that trigger dysfunctional communication and lead to misunderstandings or conflicts. • develop sensitivity to cultural differences by improving their listening and empathetic skills. • see through new lenses and step back from their own cultural worldview in order to better handle unexpected or "weird" situations. • are continuously encouraged to self-reflect and learn through experience.
Course contents	<u>Project Management /SE / LV-Nr: vz.MS.7 / 2.Semester / ECTS: 4</u> The participants: • will develop an extensive understanding and working knowledge of key areas in global management practices. • will know and be able to apply generally accepted best practices in the field of project management. • have an ability to select, develop, and lead projects and project teams.
	<u>Team Building /ILV / LV-Nr: vz.MS.1 / 1.Semester / ECTS: 3</u> The course combines learning through outdoor and indoor components with keynote speeches and reflection: - The development of teams in their compositions - Target perspectives and risks (work-life management) - Leadership in a team - Organization of cooperation - Social coherence - The assessment of roles - Potential for conflict including causes and solutions
	<u>Study Trip /ILV / LV-Nr: vz.MS.2 / 2.Semester / ECTS: 3</u> - Planning, organization, and implementation of the program - Meetings and discussions with experts from sports, culture, and event management - Visits to foreign trade centers, embassies, and international institutions (e.g. Goethe Institute) - Participation in courses at partner universities developing teams in their compositions
	<u>Leadership Concepts & Practice /ILV / LV-Nr: vz.MS.3 / 2.Semester / ECTS: 3</u> - Essential concepts and elements of leadership in a modern business setting - Fundamental approaches to leadership (trait, skill, behavioral, and situational leadership) - Emerging approaches to leadership (Authentic Leadership, Servant Leadership) - Understanding and labeling one's own views and outlooks on leadership - Developing and applying leadership skills - Most important characteristics and features of leadership in sports, cultural and event organizations - Different approaches and understandings of leadership
	<u>Digital Marketing /ILV / LV-Nr: vz.MS.4 / 2.Semester / ECTS: 3</u> The course presents: - An overview of the digital marketing tools currently in use - The framework conditions when using digital marketing - The special challenges regarding interaction and fast pace in digital marketing Based on case studies, current best practice digital marketing campaigns are discussed, and own marketing concepts are designed.
	<u>Strategic & Change Management /SE / LV-Nr: vz.MS.5 / 3.Semester / ECTS: 4</u> - Fundamental concepts of strategy and strategic innovation (general strategy) - Key concepts of strategic positioning and general competitive strategy frameworks for industry analysis. (Michael Porter) - Innovation strategy for creating unique products, services, and market positions (Blue Ocean Strategy) - Tools for translating strategic vision into organizational action (The Balanced Scorecard, and others)
	<u>Cultural Awareness & Intercultural Competence /ILV / LV-Nr: vz.MS.6 / 3.Semester / ECTS: 3</u>

	• The meaning of culture • Points of view and perceptions • The cultural filter and the concept of the window • Assumed normality and unmet expectations • Stereotypes and their impact • The cultural iceberg model • Cultural dimensions, with a focus on collectivism and individualism • Intercultural competence and dialogue, with a focus on the developmental model of intercultural sensitivity • The link between culture and communication • The personal iceberg metaphor • Defensive communication styles (coping stances) versus congruent communication • Active listening and empathy • Self-awareness and conscious communication
	<u>Project Management /SE / LV-Nr: vz.MS.7 / 2.Semester / ECTS: 4</u> - Understanding projects and structured project management - Project lifecycle (selection, initiation, planning, execution, monitoring & controlling, closing) - Project scheduling (scheduling software, manual scheduling techniques) - Project management methodologies
Teaching and learning methods	<u>Team Building /ILV / LV-Nr: vz.MS.1 / 1.Semester / ECTS: 3</u> integrated course
Teaching and learning methods	<u>Study Trip /ILV / LV-Nr: vz.MS.2 / 2.Semester / ECTS: 3</u> integrated course
	<u>Leadership Concepts & Practice /ILV / LV-Nr: vz.MS.3 / 2.Semester / ECTS: 3</u> integrated course
	<u>Digital Marketing /ILV / LV-Nr: vz.MS.4 / 2.Semester / ECTS: 3</u> integrated course
	<u>Strategic & Change Management /SE / LV-Nr: vz.MS.5 / 3.Semester / ECTS: 4</u> seminar
	<u>Cultural Awareness & Intercultural Competence /ILV / LV-Nr: vz.MS.6 / 3.Semester / ECTS: 3</u> integrated course
	<u>Project Management /SE / LV-Nr: vz.MS.7 / 2.Semester / ECTS: 4</u> project
Evaluation Methods Criteria	<u>Team Building /ILV / LV-Nr: vz.MS.1 / 1.Semester / ECTS: 3</u> presentation
	<u>Study Trip /ILV / LV-Nr: vz.MS.2 / 2.Semester / ECTS: 3</u> Participation
	<u>Leadership Concepts & Practice /ILV / LV-Nr: vz.MS.3 / 2.Semester / ECTS: 3</u> Exam
	<u>Digital Marketing /ILV / LV-Nr: vz.MS.4 / 2.Semester / ECTS: 3</u> Portfolio exam
	<u>Strategic & Change Management /SE / LV-Nr: vz.MS.5 / 3.Semester / ECTS: 4</u> Exam
	<u>Cultural Awareness & Intercultural Competence /ILV / LV-Nr: vz.MS.6 / 3.Semester / ECTS: 3</u> Exam
	<u>Project Management /SE / LV-Nr: vz.MS.7 / 2.Semester / ECTS: 4</u> Portfolio exam

Module number:	Practical Transfer SCEM	Scope:	
PT SCEM		40	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management full-time		
Position in the curriculum	2. Semester		
	3. Semester		
	4. Semester		
Level	2. Semester: first cycle, Master / 3. Semester: first cycle, Master / 3. Semester: first cycle, Master / 4. Semester: first cycle, Master / 4. Semester: first cycle, Master		
Previous knowledge	2. Semester: not applicable / 2. Semester: not applicable / 3. Semester: not applicable / 3. Semester: not applicable / 4. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Research Methods & Evidence-based Management /ILV / LV-Nr: vz.PT.1 / 3.Semester / ECTS: 3</u> Bryman, A. (2021). Social Research Methods. Oxford University Press. Clarke, V., & Braun, V. (2021). Thematic analysis: A practical guide. SAGE Publications. Creswell, J. W., & Poth, C. N. (2023). Qualitative inquiry and research design: Choosing among five approaches (5th ed.). Sage. Flick, U. (2022). An Introduction to Qualitative Research (7th ed.) Sage. Denzin, N. K., & Lincoln, Y. S. (Eds.). (2023). The Sage handbook of qualitative research (6th ed.). Sage. Getz, D., & Page, S. J. (2024). Event studies: Theory and management for planned events (5th ed.). Routledge. Krieg, E.J. (2014), Statistics and data analysis for social science (1st ed.); Pearson Saunders, M., Lewis, P., & Thornhill, A. (2023). Research Methods for Business Students (9th ed.). Pearson. Savin-Baden, M., & Major, C. H. (2025). Qualitative research: The essential guide to theory and practice (2nd ed.). Routledge. Yin, R. K. (2018). Case study research and applications: Design and methods (6th ed.). Sage.		
	<u>Business Project /PT / LV-Nr: vz.PT.2 / 2.Semester / ECTS: 4</u> Bowdin, G.A.J., Allen, J., Harris, R., Jago, L., O'Toole, W., & McDonnell, I. (2023). Events Management (4th ed.). Routledge. Cornwell, T. B. (2014). Sponsorship in marketing : effective communication through sports, arts, and events. Routledge, New York. Smith, A. (2015). Events in the City: Using public spaces as event venues (1st ed.). Routledge. Timinger, H. (2025). Modern project management. Wiley-VCH.		
	<u>Elective /ILV / LV-Nr: vz.PT.3 / 3.Semester / ECTS: 2</u> Edger, C. and Oddy, R. (2018). 87 Key Models for Event, Venue and Experience (EVE) Managers. UK, Libri Publishing. Kotler, P.; Armstrong, G.; Harris, L. C. & Piercy, N. (2016): Principles of Marketing. 7th European Edition. UK: Pearson Education Limited. Kruijen, P., André, S., Heijden, B. van der, & Edward Elgar Publishing. (2024). Maintaining a Sustainable Work-Life Balance: An Interdisciplinary Path to a Better Future (First edition). Northampton: Edward Elgar Publishing. Smit, B. & Melissen, F. (2017). Sustainable Customer Experience Design: Co-creating experiences in Events, Tourism and Hospitality. London, Routledge. Van Ruler, B., & Körver, F. (2019). The Communication Strategy Handbook: Toolkit for Creating a Winning Strategy. New York [u.a.]: Peter Lang.		
	<u>Thesis Preparation Seminar /ILV / LV-Nr: vz.PT.4 / 2.Semester / ECTS: 3</u> Bryman, A. (2012). Social research methods (4. ed.). Oxford: Oxford University Press. Creswell, J. W. and Creswell, J.D. (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. Sage Publications Ltd. Heesen, B. (2020). Academic writing in APA Style: Writing Academic Papers and Theses in APA style 7th edition. Canada, Prescient. Ritchie, J., Lewis, J., McNaughton Nicholls, C. and Ormston, R. (2013). Qualitative Research Practice: A Guide for Social Science Students and Researchers. London, Sage Publications Ltd. Turabian, K. L. (2013). A manual for writers of research papers, theses, and dissertations: Chicago style for students and researchers. Chicago, IL: University of Chicago Press. Wallace, M. and Wray, A. (2016). Critical Reading and writing for postgraduates. London, Sage Publications Ltd.		
	<u>Colloquium on Master's Thesis /SE / LV-Nr: vz.PT.5 / 3.Semester / ECTS: 2</u>		

	Bui, Y. N. (2019). How to write a master's thesis (3rd ed.). Sage. Fleming, R. S., & Kowalsky, M. (2021). Survival skills for thesis and dissertation candidates. Springer. Saunders, M., Lewis, P., & Thornhill, A. (2023). Research Methods for Business Students (9th ed.). Pearson. Sternad, D., & Power, H. (2023). The thesis writing survival guide: research and write an academic thesis or dissertation with less stress. Econcise. Swales, J. M., & Feak, C. B. (2021). Academic writing for graduate students: Essential tasks and skills (4th ed.). University of Michigan Press. Turabian, K. L. (2018). A manual for writers of research papers, theses, and dissertations: Chicago style for students and researchers (9th ed.). University of Chicago Press.
	<u>Colloquium on Master's Thesis /SE / LV-Nr: vz.PT.6 / 4.Semester / ECTS: 2</u> Bui, Y. N. (2019). How to write a master's thesis (3rd ed.). Sage. Fleming, R. S., & Kowalsky, M. (2021). Survival skills for thesis and dissertation candidates. Springer.

Literature recommendation	Saunders, M., Lewis, P., & Thornhill, A. (2023). Research Methods for Business Students (9th ed.). Pearson. Sternad, D., & Power, H. (2023). The thesis writing survival guide: research and write an academic thesis or dissertation with less stress. Econcise. Swales, J. M., & Feak, C. B. (2021). Academic writing for graduate students: Essential tasks and skills (4th ed.). University of Michigan Press. Turabian, K. L. (2018). A manual for writers of research papers, theses, and dissertations: Chicago style for students and researchers (9th ed.). University of Chicago Press.
	<u>Master's Thesis /SE / LV-Nr: vz.PT.7 / 4.Semester / ECTS: 22</u> Bui, Y. N. (2019). How to write a master's thesis (3rd ed.). Sage. Fleming, R. S., & Kowalsky, M. (2021). Survival skills for thesis and dissertation candidates. Springer. Saunders, M., Lewis, P., & Thornhill, A. (2023). Research Methods for Business Students (9th ed.). Pearson. Sternad, D., & Power, H. (2023). The thesis writing survival guide: research and write an academic thesis or dissertation with less stress. Econcise. Swales, J. M., & Feak, C. B. (2021). Academic writing for graduate students: Essential tasks and skills (4th ed.). University of Michigan Press. Turabian, K. L. (2018). A manual for writers of research papers, theses, and dissertations: Chicago style for students and researchers (9th ed.). University of Chicago Press.
	<u>Generative AI in SCEM /SE / LV-Nr: vz.PT.8 / 4.Semester / ECTS: 2</u> Epp, A. M., & Humphreys, A. (2025). Collaborating with Generative AI in Consumer Culture Research. Journal of Consumer Research, 52(1), 32-48.
Acquisition of skills	<u>Research Methods & Evidence-based Management /ILV / LV-Nr: vz.PT.1 / 3.Semester / ECTS: 3</u> The participants: • are able to understand the connection between research and evidence-based decision-making, and explain main principles of scientific research in the sports, culture and event sectors. • are able to comprehend the logic of scientific inquiry, including the aims, strengths, and limitations of empirical social science research. • are able to recognize the importance of core theoretical assumptions within the research process in sports, culture and event management. • are able to understand the roles of theory, conceptualization, and theoretical frameworks in guiding research. • are able to evaluate and apply a range of quantitative and qualitative methodologies to explore, describe and explain social phenomena within the three disciplines. • are able to systematically develop and methodically articulate a research design in sports, culture and event management appropriate for a Master's level. • are able to design research instruments aligned with research objectives.
	<u>Business Project /PT / LV-Nr: vz.PT.2 / 2.Semester / ECTS: 4</u> The participants: • are able to apply in-depth knowledge of applied project management in the fields of sports, culture, and events in order to manage projects successfully. • are able to apply core knowledge in the areas of conceptualization, planning, implementation, and financing of events in order to develop and realize professional event formats. • are able to systematically evaluate the achievement of event objectives in order to identify potential for optimization and ensure the quality of future projects. • are able to transfer well-founded problem-solving approaches and strategies to economic issues in order to address complex challenges in a practice-oriented and solution-focused manner. • are able to recognize the importance of project communication, self-organization, time management, organizational skills, as well as stress management and resilience, and to apply these competencies purposefully in order to act successfully in dynamic and demanding project contexts (work-life management).
	<u>Elective /ILV / LV-Nr: vz.PT.3 / 3.Semester / ECTS: 2</u> The participants: • actively contribute previously acquired knowledge to discussions. • critically question, evaluate, and compare new insights. • appropriately assess the activities of experts from business and academia. • establish and expand contacts with experts, understanding both the Austrian and the international market. • strengthen their discussion and argumentation skills, creativity, ability to work on task- and time-driven projects, and presentation skills. • are able to identify personal challenges and to develop a self-reflective approach (e.g., in the context of work-life management).
	<u>Thesis Preparation Seminar /ILV / LV-Nr: vz.PT.4 / 2.Semester / ECTS: 3</u>

	The participants: • are able to describe the key features of a research proposal. • are able to independently plan and develop empirical research projects at Master level. • are able to evaluate existing scientific literature based on criteria from research practice. • are able to reflect ethical and practical aspects in their research question. • are able to choose their most suitable method(s) for their research design and to justify their methodological decisions. • are able to recognize and analyze theoretical and methodological problems of their Master's Thesis and to find suitable solutions.
	<u>Colloquium on Master's Thesis /SE / LV-Nr: vz.PT.5 / 3.Semester / ECTS: 2</u> The participants: • can articulate, reflect on, and critically discuss issues that arise in connection with their Master's Thesis, and develop solutions. • are able to clarify ambiguities together through constructive exchange and to shape learning processes in the spirit of mutual learning.

Acquisition of skills	<u>Colloquium on Master's Thesis /SE / LV-Nr: vz.PT.6 / 4.Semester / ECTS: 2</u> The participants: • can articulate, reflect on, and critically discuss issues that arise in connection with their Master's Thesis, and develop solutions. • are able to clarify ambiguities together through constructive exchange and to shape learning processes in the spirit of mutual learning. • are able to present the key content, lines of argumentation, and methodological decisions of their Master's Thesis, and to systematically prepare for the oral defense of their thesis.
	<u>Master's Thesis /SE / LV-Nr: vz.PT.7 / 4.Semester / ECTS: 22</u> The participants: • are able to independently work on a specialized topic in the field of sports, culture, and event management. • can analyze, evaluate, and critically reflect on the selected topic using scientific methods. • apply relevant research techniques independently to achieve well-founded results.
	<u>Generative AI in SCEM /SE / LV-Nr: vz.PT.8 / 4.Semester / ECTS: 2</u> The participants: • will be empowered to navigate a media landscape undergoing massive disruption due to generative artificial intelligence (AI). • will develop skills for the application of Generative AI and will understand current trends and underlying macro developments. • will develop the ability to critically reflect on ethical issues related to the use of generative AI in marketing.
Course contents	<u>Research Methods & Evidence-based Management /ILV / LV-Nr: vz.PT.1 / 3.Semester / ECTS: 3</u> - Differences and interfaces between qualitative and quantitative social research with a focus on sports, culture, and event management - Development of research design and research planning - Sampling strategies and sample selection in qualitative and quantitative studies - Instruments for qualitative and quantitative data collection - Methods of data analysis: qualitative content analysis, factor analysis, regression analysis - Examples of empirical studies from sports, culture and event management
	<u>Business Project /PT / LV-Nr: vz.PT.2 / 2.Semester / ECTS: 4</u> To optimally prepare students for challenges in professional life, practice-oriented tasks are worked on in groups, preferably based on assignments from partners in business or public institutions, or through field experience gained under the supervision of the course instructor. Students contribute their previously acquired knowledge and apply it to projects. In addition to deepening and enhancing their subject-specific expertise, complementary competencies such as social skills, teamwork, problem-solving and decision-making competence, risk management, and budgeting competence are also fostered. Based on a client briefing, students work independently on the assigned projects, receiving guidance from the course instructor only when necessary. Planning, coordination, budgeting, monitoring, evaluation, and final reporting are carried out by the students. The role of the course instructor is focused on project coaching.
	<u>Elective /ILV / LV-Nr: vz.PT.3 / 3.Semester / ECTS: 2</u> The course will focus on the following points: - Future of sport, culture and events in terms of importance - The use of marketing tools in projects - Scientific analysis of marketing campaigns in practice - Current trends in international business in both theory and practice - Economic, political and social impacts - Industry and R&D activities - Digital developments - Creation and evaluation of trends, fashions, booms - Work-life management
	<u>Thesis Preparation Seminar /ILV / LV-Nr: vz.PT.4 / 2.Semester / ECTS: 3</u> - Structure, content and function of research proposals - Phrasing and contextualizing research questions - Interdisciplinarity as opportunity and challenge - Establishing the current state of knowledge and systematically evaluating the literature - Closing and contextualizing the research gap - Managing information and knowledge - Choosing and justifying appropriate research methods - Quality criteria of empirical research in social sciences - Research ethics and data protection - Academic writing

	<u>Colloquium on Master's Thesis /SE / LV-Nr: vz.PT.5 / 3.Semester / ECTS: 2</u> - Critical reflection and scholarly discussion of research-related issues within the context of the individual Master's Thesis - In-depth analysis and peer exchange on personal challenges encountered during the research process - Facilitation of collaborative learning processes and reciprocal academic support throughout the development of the Master's Thesis
	<u>Colloquium on Master's Thesis /SE / LV-Nr: vz.PT.6 / 4.Semester / ECTS: 2</u> - Critical reflection and scholarly discussion of research-related issues within the context of the individual Master's Thesis - In-depth analysis and peer exchange on personal challenges encountered during the research process - Facilitation of collaborative learning processes and reciprocal academic support throughout the development of the Master's Thesis - Preparation for the oral defense of the Master's Thesis, including the presentation of key content, lines of argumentation, and methodological decisions
Course contents	<u>Master's Thesis /SE / LV-Nr: vz.PT.7 / 4.Semester / ECTS: 22</u> The Master's Thesis is a scientific, application- and problem-oriented written work with a clear connection to the subject areas and specializations of the study program. The research question developed by the student is addressed independently in a scholarly manner, without external assistance, using properly cited sources and appropriate tools. This approach ensures that students are capable of addressing a problem both scientifically and in an application-oriented way. As part of the colloquium, students receive support and guidance in writing their Master's Thesis. The selection of the topic, the structuring of the work, and the planning of the schedule are to be carried out independently by the students. This process particularly involves critical engagement with potential research questions and hypotheses. Supervisors provide direction and support throughout this process. Scientific methodology and formal presentation are discussed during individual coaching sessions, along with issues related to time management.
	<u>Generative AI in SCEM /SE / LV-Nr: vz.PT.8 / 4.Semester / ECTS: 2</u> - Generative AI as a toolbox for Students - Basic understanding of Generative AI like Large Language Models (also reasoning models) - Deployment of AI Agents - Perception of Gen AI contents through the lens of (pop-) culture - Ethical implications
Teaching and learning methods	<u>Research Methods & Evidence-based Management /ILV / LV-Nr: vz.PT.1 / 3.Semester / ECTS: 3</u> integrated course
	<u>Business Project /PT / LV-Nr: vz.PT.2 / 2.Semester / ECTS: 4</u> project
	<u>Elective /ILV / LV-Nr: vz.PT.3 / 3.Semester / ECTS: 2</u> integrated course
	<u>Thesis Preparation Seminar /ILV / LV-Nr: vz.PT.4 / 2.Semester / ECTS: 3</u> integrated course
	<u>Colloquium on Master's Thesis /SE / LV-Nr: vz.PT.5 / 3.Semester / ECTS: 2</u> seminar
	<u>Colloquium on Master's Thesis /SE / LV-Nr: vz.PT.6 / 4.Semester / ECTS: 2</u> seminar
	<u>Master's Thesis /SE / LV-Nr: vz.PT.7 / 4.Semester / ECTS: 22</u> seminar
	<u>Generative AI in SCEM /SE / LV-Nr: vz.PT.8 / 4.Semester / ECTS: 2</u> seminar
Evaluation Methods Criteria	<u>Research Methods & Evidence-based Management /ILV / LV-Nr: vz.PT.1 / 3.Semester / ECTS: 3</u> Exam
	<u>Business Project /PT / LV-Nr: vz.PT.2 / 2.Semester / ECTS: 4</u>

	Project
	<u>Elective /ILV / LV-Nr: vz.PT.3 / 3.Semester / ECTS: 2</u>
	Portfolio exam
	<u>Thesis Preparation Seminar /ILV / LV-Nr: vz.PT.4 / 2.Semester / ECTS: 3</u>
	Portfolio exam
	<u>Colloquium on Master's Thesis /SE / LV-Nr: vz.PT.5 / 3.Semester / ECTS: 2</u>
	Participation
	<u>Colloquium on Master's Thesis /SE / LV-Nr: vz.PT.6 / 4.Semester / ECTS: 2</u>
	Participation
	<u>Master's Thesis /SE / LV-Nr: vz.PT.7 / 4.Semester / ECTS: 22</u>
	Master's thesis
	<u>Generative AI in SCEM /SE / LV-Nr: vz.PT.8 / 4.Semester / ECTS: 2</u>
	Portfolio exam

Module number:	Optional Module Culture	Scope:	
OMC		8	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management full-time		
Position in the curriculum	2. Semester		
Level	2. Semester: first cycle, Master / 3. Semester: first cycle, Master		
Previous knowledge	2. Semester: not applicable / 3. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Audience Development & Outreach (WP)* /SE / LV-Nr: vz.OMC.1 / 2.Semester / ECTS: 4</u> Benington, J., & Moore, M. (Hg.) (2011). Public Value. Theory and Practice, New York: Palgrave Macmillan. Boyd, N.M., & Martin, E.C. (2022). Sustainable Public Management, Routledge. Bryson, J.M., Crosby, B.C., & Bloomberg, L. (Hg.) (2019). Creating Public Value in Practice. Advancing the Common Good in a Multi-Sector, Shared-Power, No-One-Wholly-in-Charge-World, New York: Routledge. Hadley, S. (2021). Audience development and cultural policy, Palgrave Macmillan. Hadley, S. (ed.) (2024). A reader on audience development and cultural policy, Routledge. Kawashima, N. (2006). Audience Development and Social Inclusion in Britain. XXX Mandel 360° Tröndle, M. (2022). Non-Visitor Research. Audience Development for Arts Organisations, Wiesbaden: Springer Fachmedien.		
	<u>Digital Spaces in Culture (WP)* /SE / LV-Nr: vz.OMC.2 / 3.Semester / ECTS: 4</u> Beil, B., Freyermuth, G.S., Hamm, I., & Ossa, V. (eds.) (2025). Gaming the Metaverse. Transcript. Hendriks, P., Sturm, T., Mehler, M., & Buxmann, P. (2024). The impact of artificial intelligence on the evolution of culture. ICIS 2024 Proceedings, 10, pp. 1-17. Reed, T.V. (2019). Digitized Lives. Culture, Power and Social Change in the Internet Era. 2nd edition. Routledge. Silver, Minna et al. (2018). Reviving Palmyra in Multiple Dimensions: Images, Ruins and Cultural Memory. Whittles Publishing. Stalder, F. (2016). The digital condition (translated by Valentine A. Pakis). Polity. Virtual Museums Forum (2024). Virtual Museums – A Plea: Around the Clock, around the World. De Gruyter.		
Acquisition of skills	<u>Audience Development & Outreach (WP)* /SE / LV-Nr: vz.OMC.1 / 2.Semester / ECTS: 4</u> The participants: • will develop a comprehensive set of competencies essential for engaging diverse audiences in the cultural sector. • will gain a deep understanding of how to strategically expand, diversify, and sustain audience engagement in transcultural contexts - by exploring both theoretical frameworks and practical applications. • will acquire skills in audience research and segmentation, enabling them to identify and understand the needs, motivations, and behaviors of different target and dialogue groups. • will learn to design outreach strategies that foster participation and co-creation, accessibility, and long-term relationships between cultural institutions and their communities. • place emphasis on digital tools and communication channels, equipping themselves to navigate the evolving landscape of cultural offerings in the digital age. • foster critical thinking and reflective practice, evaluating the social impact of cultural initiatives and considering the ethical dimensions of audience engagement.		
	<u>Digital Spaces in Culture (WP)* /SE / LV-Nr: vz.OMC.2 / 3.Semester / ECTS: 4</u> The participants: • will develop a critical and practical understanding of how digital technologies are transforming cultural landscapes. • will be able to analyze the impact of digitalization on cultural institutions, practices, and audiences, to evaluate the use of immersive technologies such as Virtual Reality (VR), Augmented Reality (AR), and to discuss the use of Artificial Intelligence (AI) in cultural contexts in a nuanced way. • will be capable of communicating complex ideas effectively in both academic and creative formats, using digital media as a means of expression and critique, and to reflect on ethical dimensions of digital spaces, including issues of accessibility, representation, data privacy, and technological bias.		
Course contents	<u>Audience Development & Outreach (WP)* /SE / LV-Nr: vz.OMC.1 / 2.Semester / ECTS: 4</u>		

	In an increasingly diverse and digitally connected world, cultural institutions face both challenges and opportunities in reaching and engaging audiences. Against this background the seminar explores innovative strategies that cultural institutions carry out for building meaningful relationships with current and potential audiences and creating public value. Through a combination of theoretical insights, practical case studies and expert talks, the seminar will examine how cultural organizations expand their reach, foster DEIB, and create lasting impact within their communities. It will also be explored which societal, political, organizational and economic obstacles cultural institutions face during this process. Topics will include audience segmentation, digital engagement, innovative mediation concepts, community building strategies, accessibility and barrier reduction, public value creation and evaluation methods. Participants will gain tools to better understand audience needs and behaviors, and to design innovative outreach initiatives in the analogous and digital sphere that are both sustainable and socially relevant.
	<u>Digital Spaces in Culture (WP)* /SE / LV-Nr: vz.OMC.2 / 3.Semester / ECTS: 4</u> The opportunities offered by widespread digitization and technological advancement play an increasingly central role in the cultural sector. Therefore, this seminar explores the evolving landscape of cultural production, dissemination, and experience in the age of digital transformation. Participants will critically examine how digitality and the

Course contents	processes of digitization are reshaping cultural institutions, artistic practices, and audience engagement. Main themes circle around topics like opportunities and limitations of the digitization of cultural heritage and creative content in general, the role of immersive technologies such as Virtual Reality (VR) and Augmented Reality (AR) in cultural institutions and projects and the impact of Artificial Intelligence (AI) on artistic creation, curation, and interpretation. Through theoretical frameworks, case studies, expert talks and hands-on exploration of digital tools, students will gain insight into both the possibilities and limitations of digital spaces in cultural contexts. Ethical considerations – such as accessibility, data privacy, authorship, and cultural representation – will be critically reflected upon throughout the course.
Teaching and learning methods	<u>Audience Development & Outreach (WP)* /SE / LV-Nr: vz.OMC.1 / 2.Semester / ECTS: 4</u> seminar
	<u>Digital Spaces in Culture (WP)* /SE / LV-Nr: vz.OMC.2 / 3.Semester / ECTS: 4</u> seminar
Evaluation Methods Criteria	<u>Audience Development & Outreach (WP)* /SE / LV-Nr: vz.OMC.1 / 2.Semester / ECTS: 4</u> Portfolio exam
	<u>Digital Spaces in Culture (WP)* /SE / LV-Nr: vz.OMC.2 / 3.Semester / ECTS: 4</u> Portfolio exam

Module number:	Optional Module Event	Scope:	
OME		8	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management full-time		
Position in the curriculum	2. Semester		
	3. Semester		
Level	2. Semester: first cycle, Master / 3. Semester: first cycle, Master		
Previous knowledge	2. Semester: not applicable / 3. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Venue Management (WP)* /SE / LV-Nr: vz.OME.1 / 2.Semester / ECTS: 4</u> Atkin, B. (2015). Total Facility Management. 4th ed. New Jersey (USA), Wiley-Blackwell; Berners, P. (2018). The Practical Guide to Managing Event Venues. London, Routledge Mahoney, K. (2015). Public Assembly Venue Management: Sports, Entertainment, Meeting, and Convention Venues. Dallas (USA), Brown Books Nolan, E. (2017). Working with venues for Events: A Practical Guide Hardcover. London, Francis and Taylor. Roper, K. and Payant, R. (2014). The Facility Management Handbook. 4th ed. USA; AMACOM.		
	<u>Managing the Event Workforce (WP)* /SE / LV-Nr: vz.OME.2 / 3.Semester / ECTS: 4</u> Benson, A. (2019). International Sports Volunteering. London: Routledge. Smith, K., Lockstone-Binney, L. Holmes, K and Baum, T. (2017). Event Volunteering: International Perspectives on the Event Volunteering Experience. London, Routledge. Van der Wagen, L. (2014). Human Resource Management for Events. 2nd edition. London, Routledge.		
Acquisition of skills	<u>Venue Management (WP)* /SE / LV-Nr: vz.OME.1 / 2.Semester / ECTS: 4</u> The participants: • are able to analyze and evaluate the need for the construction of new infrastructures as well as the renovation of existing facilities. • can identify the relevant stakeholders for infrastructure planning, including authorities, clients, investors, future operators, and the local population. • learn to develop and present efficient marketing strategies. • are able to economically manage event facilities. • can classify the lifecycle of infrastructures. • learn to adapt established ways of thinking and acting flexibly to new and changing situations. • are able to identify and assess the opportunities and risks of implementation. • develop negotiation skills.		
	<u>Managing the Event Workforce (WP)* /SE / LV-Nr: vz.OME.2 / 3.Semester / ECTS: 4</u> The participants: • will be able to evaluate the nature, structure and processes of the managing people in the context of events. • will be able to critically examine moral, ethical and legal issues in the event workplace. • will be able to critically discuss best practice in human resource management in the global events industry. • will be able to understand the complexity of event volunteer management. • will be able to develop and articulate reasoned arguments based on information.		
Course contents	<u>Venue Management (WP)* /SE / LV-Nr: vz.OME.1 / 2.Semester / ECTS: 4</u> - 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 of 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 marketplace - 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 (e.g. garden shows, waterfront development)		

	<u>Managing the Event Workforce (WP)* /SE / LV-Nr: vz.OME.2 / 3.Semester / ECTS: 4</u> - Introduction to human resource management in an event setting, e.g. the 'pulsating organization' - Recruitment, selection, training and development of the event workforce - Motivation and retention of the event volunteers - Aesthetic and emotional labor in the event industry - Moral, ethical and legal aspects of human resource management in an event setting incl. e.g. working conditions of the event workforce
Teaching and learning methods	<u>Venue Management (WP)* /SE / LV-Nr: vz.OME.1 / 2.Semester / ECTS: 4</u> seminar
	<u>Managing the Event Workforce (WP)* /SE / LV-Nr: vz.OME.2 / 3.Semester / ECTS: 4</u> seminar
Evaluation Methods Criteria	<u>Venue Management (WP)* /SE / LV-Nr: vz.OME.1 / 2.Semester / ECTS: 4</u> Exam
	<u>Managing the Event Workforce (WP)* /SE / LV-Nr: vz.OME.2 / 3.Semester / ECTS: 4</u> Exam

Module number:	Optional Module Sports	Scope:	
OMS		8	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management full-time		
Position in the curriculum	2. Semester		
	3. Semester		
Level	2. Semester: first cycle, Master / 3. Semester: first cycle, Master		
Previous knowledge	2. Semester: not applicable / 3. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Organizational Behavior & Development in Sports Organizations (WP)* /SE / LV-Nr: vz.OMS.1 / 2.Semester / ECTS:</u> Barnhill, C. R., Smith, N. L., & Oja, B. D. (2021). Organizational behavior in sport management: An applied approach to understanding people and groups. Palgrave Macmillan. Cummings, T. G. & Worley, C. (2019). Organization development & change. Cengage Learning. MacIntosh, E., & Burton, L. (2025). Organizational behavior in sport management. Human Kinetics. Robbins, S. P. & Judge, T. (2023). Organizational behavior. Pearson. Schein, E. H. (2016). Organizational culture and leadership. John Wiley & Sons.		
	<u>Sports & Social Development (WP)* /SE / LV-Nr: vz.OMS.2 / 3.Semester / ECTS: 4</u> Graeff, B., Safarikova, S., & Sambili-Gicheha, L.C. (2024). Routledge Handbook of the Global South in Sport for Development and Peace. Routledge. Hartmann, D. & Kwauk, C. (2011). Sport and Development: An Overview, Critique, and Reconstruction. Journal of Sport and Social Issues Petry, K. & Moustakas, L. (2025). Sport for Social Cohesion. Routledge. European Journal of Sport and Society Journal of Sport for Development International Review for the Sociology of Sport International Journal of the Sociology of Leisure		
Acquisition of skills	<u>Organizational Behavior & Development in Sports Organizations (WP)* /SE / LV-Nr: vz.OMS.1 / 2.Semester / ECTS:</u> The participants: • are able to critically examine the behavioral dynamics and development processes within sports organizations. • will be able to apply sport-specific organizational behavior concepts to real-world dynamics involving leadership, team performance, organizational culture, and workplace conflict. • know how individual, group, and organizational-level behaviors influence performance, leadership, culture, and change in sport settings. • know how to apply theories of motivation, communication, power, and conflict resolution in the context of different kinds of sport organizations (top and grassroots level, NPO and FPO). • will be able to design and evaluate organizational development interventions, diagnose challenges in complex environments.		
	<u>Sports & Social Development (WP)* /SE / LV-Nr: vz.OMS.2 / 3.Semester / ECTS: 4</u> The participants: • will be able to explain and critically discuss the potential contribution – and limitations - of sport to social development, including as it relates to health, social cohesion, economic development and more. • will be able to differentiate between the potential benefits accrued from active and passive engagement with sport. • will be able to assess the necessary pre-conditions for sport and sport-based programs to achieve social outcomes as well as plan potential sport projects related to social development.		
Course contents	<u>Organizational Behavior & Development in Sports Organizations (WP)* /SE / LV-Nr: vz.OMS.1 / 2.Semester / ECTS:</u> This course addresses the behavioral foundations and development strategies in sport organizations through both individual and organizational lenses, with a particular focus on how behavior impacts leadership, performance, inclusion, and change. It introduces key concepts in individual behavior, including motivation theories, and examines group dynamics and team leadership, and organizational-level behavior, including leadership theories and political behavior within sport organizations. An additional focus is placed on organizational culture, organizational development frameworks, change management theories, resistance to change, and communication strategies during transformation processes. Contemporary issues and the impact of globalization on organizational behavior in sport are also critically discussed. Case studies are used to integrate theory with practice.		

	<u>Sports & Social Development (WP)* /SE / LV-Nr: vz.OMS.2 / 3.Semester / ECTS: 4</u> Key concepts underpinning sport and social development are presented and critically discussed. The potential social outcomes of sport will be presented, and the conditions for positive outcomes discussed. The different forms of sport-based social initiative will be presented, and concrete steps in their planning and delivery will be outlined.
Teaching and learning methods	<u>Organizational Behavior & Development in Sports Organizations (WP)* /SE / LV-Nr: vz.OMS.1 / 2.Semester / ECTS:</u> seminar
	<u>Sports & Social Development (WP)* /SE / LV-Nr: vz.OMS.2 / 3.Semester / ECTS: 4</u> seminar
Evaluation Methods Criteria	<u>Organizational Behavior & Development in Sports Organizations (WP)* /SE / LV-Nr: vz.OMS.1 / 2.Semester / ECTS:</u> Portfolio exam
	<u>Sports & Social Development (WP)* /SE / LV-Nr: vz.OMS.2 / 3.Semester / ECTS: 4</u> Portfolio

2.3.2 Module descriptions part-time

Module number:	Basics SCEM	Scope:	
GL SKVM		16	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: first cycle, Master / 1. Semester: first cycle, Master		
Previous knowledge	1. Semester: not applicable / 1. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Sports Management /ILV / LV-Nr: bb.GL.1 / 1.Semester / ECTS: 4</u> Behrens, A., Bauers, S. B., & Hovemann, G. (2024). Entwicklungstendenzen im Sportmanagement: Struktur- und Wertewandel, Nachhaltigkeit, Globalisierung und Digitalisierung. Springer. Daumann, F., Esipovich, L., Follert, F., & Schurade, M. (2024). Sport Governance: Theorie, Praxis, Herausforderungen. utb. Daumann, F. (2023). Grundlagen der Sportökonomie. utb. Güllich, A., & Krüger, M. (2022). Grundlagen von Sport und Sportwissenschaft. Springer. Güllich, A., & Krüger, M. (2021). Sport in Kultur und Gesellschaft. Springer. Hoye, R., Misener, K., Naraine, M. L., & Ordway, C. (2022). Sport management: Principles and applications. Routledge.		
	<u>Cultural Management /ILV / LV-Nr: bb.GL.2 / 1.Semester / ECTS: 4</u> Assmann, A. (2017). Einführung in die Kulturwissenschaft. 4. Auflage. ESV Schmidt. Birnkrant, G. (2024). Evaluation im Kulturbetrieb. Werteorientierung, Wirkungsmessung, Impact. VS Verlag. Heinrichs, W. (2015). Der Kulturbetrieb. Bildende Kunst – Musik – Literatur – Theater – Film. Transcript. Hoppe, B., & Heinze, T. (2016). Einführung in das Kulturmanagement. Themen – Kooperationen – Gesellschaftliche Bezüge. Springer VS. Frohne, J., Nowidat-Altmann, B., & Scheytt, O. (2015). Kultursponsoring. Leitfaden für kreative Allianzen. Springer VS. Gerlach-March, R., & Pöhlmann, L. (2019). Kulturfinanzierung. 2., aktualisierte und erweiterte Auflage. VS Verlag. Heinze, T. (2009). Kultursponsoring, Museumsmarketing, Kulturtourismus. Ein Leitfaden für Kulturmanager. 4. Auflage. VS Verlag. Benington, J., & Moore, M. (Hg.) (2011). Public Value. Theory and Practice. Palgrave Macmillan. Holst, C. (Hg.) (2020). Kultur in Interaktion. Co-Creation im Kultursektor. Springer Gabler. Holst, C. (2021). Digitale Kulturkommunikation. Grundlagen, Strategien und praktische Umsetzung. Springer Gabler. Lauer, T. (2019). Change Management. Grundlagen und Erfolgsfaktoren. 3. Auflage. Springer Gabler. Mandel, B. (2016). Teilhabeorientierte Kulturvermittlung. Diskurse und Konzepte für eine Neuausrichtung des öffentlich geförderten Kulturlebens. Transcript. Pöhlmann, L., & Herrmann, C. (Hg.) (2019). Der digitale Kulturbetrieb. Strategien, Handlungsfelder und Best Practices des digitalen Kulturmanagements. Springer Gabler. Sternfeld, N. (2018). Das radikaldemokratische Museum. De Gruyter.		
	<u>Event Management /ILV / LV-Nr: bb.GL.3 / 1.Semester / ECTS: 4</u> Bowdin, G. A.J., Allen, J., O´Toole, W., Harris, R., & McDonnell, I. (2023). Events Management. Butterworth-Heinemann, Oxford. Getz, D. and Page, S. (2019). Event studies: Theory, research and policy for planned events. 4th ed. London, Routledge. Jäger, D. (2018). Grundwissen Eventmanagement. 3. Aufl. utb GmbH, Stuttgart. Sakschewski, T. und Siegfried, P. (2017). Veranstaltungsmanagement: Märkte, Aufgaben und Akteure. Wiesbaden, Springer Gabler. Shone, A. and Parry, B. (2019). Successful event management: A practical hand-book. 5th ed. USA, Cengage Learning		
	<u>Budgeting & Controlling /ILV / LV-Nr: bb.GL.4 / 1.Semester / ECTS: 4</u> Auer, K. V. (2022): Kennzahlen für die Praxis, SWK-Sonderheft, 2. Aufl., Linde Verlag Wien Britzelmaier, B. (2013): Controlling Grundlagen, Praxis, Handlungsfelder, Pearson Coenenberg, A. G., Schulze, W. und Haller, A. (2024): Jahresabschluss und Jahresabschlussanalyse, 27. Aufl., Schäffer-Poeschel Verlag Deyhle, A., Steigmeier, B. und Autorenteam (1993): Controller und Controlling, Verlag Paul Haupt Bern – Stuttgart - Wien Schierenbeck, H. und Wöhle, C.B. (2016): Grundzüge der Betriebswirtschaftslehre, 19. Aufl., De Gruyter Oldenbourg		
Acquisition of skills	<u>Sports Management /ILV / LV-Nr: bb.GL.1 / 1.Semester / ECTS: 4</u>		

	The participants: • have systematic knowledge of structures, actors, and control mechanisms in modern sports management and the central political framework conditions of a sports system. • are familiar with current theories, models, and research findings from sports economics and management. • understand the fundamental mechanisms of development dynamics in sport and can analyze complex sports economics problems and develop appropriate solution strategies. • are able to justify management decisions in sport on an evidence-based basis and adapt them to different contexts, such as commercial vs. public welfare-oriented. • critically reflect on their potential future roles in sports management and address issues of responsibility and sustainable development. • are able to work in teams in a solution-oriented manner and communicate with various stakeholders in the sports context in a manner appropriate to the target audience.
Acquisition of skills	<u>Cultural Management /ILV / LV-Nr: bb.GL.2 / 1.Semester / ECTS: 4</u> The participants: • acquire in-depth knowledge of the institutional, political, and economic frameworks of the cultural sector, as well as of key concepts in cultural studies that are relevant to understanding and shaping cultural processes. • develop, on this basis, a critical and reflective understanding of the complex interrelations between cultural production, mediation, and reception, and become acquainted with innovative cooperative approaches. • are able to analyze cultural organizations with regard to their structure, governance, and financing, and to assess their strategic orientation in the context of current cultural policy developments. • engage with different models of cultural financing and reflect on their implications for cultural participation and programming. • acquire theoretical foundations and practical approaches to contemporary cultural mediation and audience development. • develop competencies in designing and implementing target group-specific mediation formats and learn methods for sustainably communicating cultural offerings and reaching new audiences. • are enabled, through the integration of cultural theory and management practice, to strategically plan, critically reflect upon, and innovatively implement culture-related projects.
	<u>Event Management /ILV / LV-Nr: bb.GL.3 / 1.Semester / ECTS: 4</u> The participants: • will be able to develop knowledge and understanding of different types of events, frameworks, structures, stakeholders and tools in modern event management. • will be able to recognize and analyze problems in event management and develop potential solutions. • will be able to recognize the relationship between social sciences and event management. • will be able to interpret and evaluate complex matters and information. • will be able to develop their social and self-competences as well as their critical thinking and discussion skills as well as presentation and moderating skills through group work and interactive discourse.
	<u>Budgeting & Controlling /ILV / LV-Nr: bb.GL.4 / 1.Semester / ECTS: 4</u> The participants: • have a basic understanding of controlling and budgeting. • have deepened their existing basic knowledge of cost accounting and controlling and can use it to create and analyze budget and variance analyses. • are able to interpret figures and derive measures from them. • are familiar with various modern controlling and budgeting tools and their advantages and disadvantages. • are familiar with the specifics of budgeting and controlling in relation to cultural and sports organizations.
Course contents	<u>Sports Management /ILV / LV-Nr: bb.GL.1 / 1.Semester / ECTS: 4</u> - Structure and functioning of sports systems at national and international level - Institutions, organizations, and actors in sport (clubs, associations, leagues, companies, NGOs) - Types of sports organizations (public welfare-oriented vs. profit-oriented) - Markets in sport, supply and demand in the sports sector - Sports financing (public, private, hybrid) - Corporate social responsibility (CSR) in sport - Technological transformation, professionalization, commercialization, and globalization - Changing values, diversity, inclusion, and gender issues in sports management
	<u>Cultural Management /ILV / LV-Nr: bb.GL.2 / 1.Semester / ECTS: 4</u>

	The seminar provides an in-depth examination of key issues and current challenges in cultural management. It focuses on both theoretical foundations and practice-oriented approaches to the governance and design of cultural organizations and processes. Participants gain insights into the structure, organization, and functioning of the cultural sector and its various fields, analyze different models of cultural financing, and discuss the role of cultural policy in negotiating the tension between public mandate and market logic. A particular emphasis is placed on contemporary theories and practices of innovation-oriented and diversity-sensitive cultural mediation, as well as on innovative methods of audience development and the creation of intangible cultural values. Furthermore, fundamental concepts of cultural studies are critically reflected upon and related to managerial practices and fields of activity in cultural management.
	<u>Event Management /ILV / LV-Nr: bb.GL.3 / 1.Semester / ECTS: 4</u> - Event typologies and classifications, event planning models and planning stages - Social science approaches in event management - Internal and external influencing factors in event management - Stakeholders in event management - Risk management - Event logistics and operations - Event evaluation
	<u>Budgeting & Controlling /ILV / LV-Nr: bb.GL.4 / 1.Semester / ECTS: 4</u> • Classification of controlling in business administration • Basic knowledge of controlling • Various controlling and budgeting instruments: cost accounting, budgeting, financing • Analysis of annual financial statements • Interpretation of figures and evaluation of measures • Practical examples
Teaching and learning methods	<u>Sports Management /ILV / LV-Nr: bb.GL.1 / 1.Semester / ECTS: 4</u> integrated course
	<u>Cultural Management /ILV / LV-Nr: bb.GL.2 / 1.Semester / ECTS: 4</u> integrated course

Teaching and learning methods	<u>Event Management /ILV / LV-Nr: bb.GL.3 / 1.Semester / ECTS: 4</u> integrated course
	<u>Budgeting & Controlling /ILV / LV-Nr: bb.GL.4 / 1.Semester / ECTS: 4</u> integrated course
Evaluation Methods Criteria	<u>Sports Management /ILV / LV-Nr: bb.GL.1 / 1.Semester / ECTS: 4</u> Exam
	<u>Cultural Management /ILV / LV-Nr: bb.GL.2 / 1.Semester / ECTS: 4</u> Portfolio exam
	<u>Event Management /ILV / LV-Nr: bb.GL.3 / 1.Semester / ECTS: 4</u> Exam
	<u>Budgeting & Controlling /ILV / LV-Nr: bb.GL.4 / 1.Semester / ECTS: 4</u> Exam

Module number:	Management & Social Skills SCEM	Scope:	
FS SKVM		24	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management part-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
Level	1. Semester: first cycle, Master / 1. Semester: first cycle, Master / 2. Semester: first cycle, Master / 3. Semester: first cycle, Master / 3. Semester: first cycle, Master		
Previous knowledge	1. Semester: not applicable / 1. Semester: not applicable / 2. Semester: not applicable / 3. Semester: not applicable / 3. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Team Building /ILV / LV-Nr: bb.FS.1 / 1.Semester / ECTS: 3</u> Belbin, R. (2010): Management Teams: Why they succeed or fail. Elsevier Science & Technology Mandal, M. (2022). Team Building and Appreciative Inquiry in Research and Development Teams. Vision, 29(3), 304-325. https://doi.org/10.1177/09722629211063528 (Original work published 2025) Wolf, F. (2025). Die Veränderungen im Unternehmerischen Kontext durch die Nutzung von Mobilem Office: Eine Qualitative Analyse von Teambuilding und Führungsstilen anhand von Mitarbeitern und Führungskräften. Wiesbaden; Springer Fachmedien		
	<u>Leadership Concepts & Practice (E) /SE / LV-Nr: bb.FS.2 / 1.Semester / ECTS: 4</u> Northouse, P. G. (2025). Leadership: Theory and Practice (10th ed.). SAGE Publications. Harvard Business Review Press. (2011) HBR's 10 Must Reads on Leadership. Boston, Massachusetts. Har		
	Journals: Leadership The Leadership Quarterly		
	<u>Study Trip (E) /ILV / LV-Nr: bb.FS.3 / 2.Semester / ECTS: 3</u> Browaeys, M Marie-Joëlle & Price, Roger (2019). Chapter 2: Dimensions of Culture: Hofstede and GLOBE. In Understanding Cross Cultural Management (4th ed). Harlow, United Kingdom: Pearson. Morrison, T., & Conaway, W. A. (2006). Kiss, bow, or shake hands: the bestselling guide to doing business in more than 60 countries (2nd Edition). Avon, Mass.: Adams Media. Richards, G., Palmer, R. (2010): Eventful cities: cultural management and urban revitalisation. Butterworth-Heinemann. Amsterdam.		
	<u>Project Management (E) /SE / LV-Nr: bb.FS.4 / 2.Semester / ECTS: 4</u> Project Management Institute. (2021). A guide to the project management body of knowledge (PMBOK® guide) (7th ed.). Project Management Institute. Timmer H. (2025). Modern project management. Wiley-VCH		
	<u>Cultural Awareness & Intercultural Competence (E) /ILV / LV-Nr: bb.FS.5 / 2.Semester / ECTS: 3</u> Bennett, Milton & Ida Castiglioni (2004): "Embodied ethnocentrism and the feeling of culture: a key to training for intercultural competence". In Dan Landis, Janet M. Bennett & Milton J. Bennett (Eds.): Handbook of Intercultural Training (3 ed.), SAGE Publications, pp. 249-265. Esteva, Gustavo (2011): "Intercultural Inspiration: The Life and Work of Raimon Panikkar". In Wolfgang Dietrich and Others (Eds.): The Palgrave International Handbook of Peace Studies: A Cultural Perspective, New York, Palgrave Macmillan, pp. 570-585. Rogers, Carl R. & Richard E. Farson (1987): "Active Listening". In R.G. Newman, M.A. Danzinger, M. Cohen (Eds): Communicating in Business Today, D.C. Heath & Company. Satir, Virginia (1988): The new peoplemaking, Palo Alto, CA: Science and Behavior Books. Trompenaars, Fons & Charles Hampden-Turner (2012): Riding the Waves of Culture. Understanding Diversity in Global Business, London: Nicholas Brealey Publishing.		
	<u>Digital Marketing (E) /ILV / LV-Nr: bb.FS.6 / 3.Semester / ECTS: 3</u>		

	Chaffey, D. & Ellis-Chadwick, F. (2022): Digital Marketing: Strategy, Implementation and Practice. 8th Edition. Pearson Education Limited. Hemachandran, K., Choudhury, D., Rodriguez, R.V., Wise, J.A., & T, R. (2024): Predictive Analytics and Generative AI for Data-Driven Marketing Strategies. 1st Edition. Chapman and Hall/CRC. Kingsnorth, S. (2022): Digital Marketing Strategy: An Integrated Approach to Online Marketing. 3rd Edition. Kogan Page. Kotler, P.; Armstrong, G.; Harris, L. C. & Piercy, N. (2016): Principles of Marketing. 7th European Edition. Pearson Education Limited. Krug, Steve (2013): Don't Make Me Think: A Common Sense Approach to Web Usability. 3rd Edition. New Riders. Pulizzi, J. (2013): Epic Content Marketing. McGraw-Hill. Provost, F. & Fawcett, T. (2013): Data Science for Business. O'Reilly Media. Roetzer, P. (2022): Marketing Artificial Intelligence: AI, Marketing, and the Future of Business. BenBella Books. Tavsan, N. & Erdem, C. (2018): Customer Experience Management: How to Design, Integrate, Measure and Lead. Tasora Books. Venkatesan, R. & Lecinski, J. (2021): The AI Marketing Canvas: A Five-Stage Road Map to Implementing AI in
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Literature recommendation	Marketing. Wiley. <u>Strategic & Change Management (E) /SE / LV-Nr: bb.FS.7 / 3.Semester / ECTS: 4</u> Dess, G. G., McNamara, G., Eisner, A. B., & Sauerwald, S. (2023). Strategic management: Creating competitive advantages (11th ed.). McGraw Hill Education. Kaplan, Robert S., & Norton, David P. (1996). Using the balanced scorecard as a strategic management system. Harvard Business Review, (July-August 2007), 150-161. Kim, W. Chan., & Mauborgne, Renée (2004). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. Harvard Business Review, (October 2004), 76-84. Porter, Michael E. (1996). What is Strategy? Harvard Business Review, (November-December 1996), 61-78. Porter, Michael E. (2008). The five competitive forces that shape strategy. Harvard Business Review, (January 2008), 78-93. Porter, Michael E. (1980). Generic Competitive Strategies. In Competitive Strategy - Techniques for Analyzing Industries and Competitors (pp. 34-46). New York, NY: Free Press.
Acquisition of skills	<u>Team Building /ILV / LV-Nr: bb.FS.1 / 1.Semester / ECTS: 3</u> The participants: • systematically distinguish between the different phases of team building. • identify prevailing problem structures and derive appropriate courses of action based on concrete case situations. • are familiar with specific team roles, their implications, and their development across different team-building phases, and can derive suitable alternative actions. • apply methods of experiential learning, reflection, and discursive exchange in a targeted manner. • develop empathy, conflict management skills, as well as discussion, argumentation, and persuasion abilities. • strengthen their sense of responsibility toward team members and themselves, including aspects of work-life management, and practice self-assertion. <u>Leadership Concepts & Practice (E) /SE / LV-Nr: bb.FS.2 / 1.Semester / ECTS: 4</u> The participants: • will develop and understand of the general concept of leadership, various fundamental approaches to leadership, and various emerging approaches to leadership. • can critically reflect on their own individual outlooks and approaches to leadership. • can apply the skills of emotional intelligence. • develop an ability to confidently apply the lessons-learned directly to scenarios in the fields of sports, culture, events, and general management. • know the most important features and characteristics in the management of sports, culture and event organizations. <u>Study Trip (E) /ILV / LV-Nr: bb.FS.3 / 2.Semester / ECTS: 3</u> The participants: • are able to independently select a destination relevant to the study program and justify their selection on a professional basis. • analyze socio-cultural and economic data and facts of the target region. • are capable of independently designing and planning a targeted program that includes focuses in the context of sports, cultural, and event management, company visits, as well as meetings with cooperation partners, NGOs, embassies, and foreign trade centers. • identify social and cultural trends, economic developments, and political challenges of the respective region. • acquire intercultural competencies, discussion skills, and organizational abilities. <u>Project Management (E) /SE / LV-Nr: bb.FS.4 / 2.Semester / ECTS: 4</u> The participants: • will develop an extensive understanding and working knowledge of key areas in global management practices. • will know and be able to apply generally accepted best practices in the field of project management. • have an ability to select, develop, and lead projects and project teams. <u>Cultural Awareness & Intercultural Competence (E) /ILV / LV-Nr: bb.FS.5 / 2.Semester / ECTS: 3</u> The participants: • know the concept of culture and cultural dimensions. • have insight into what intercultural competence involves and become acquainted with different perceptions of cultural difference and how these differences are experienced. • make connections between the cultural iceberg and their personal iceberg. • understand how their communication behavior develops according to their cultural background. • identify mechanisms that trigger dysfunctional communication and lead to misunderstandings or conflicts. • develop sensitivity to cultural differences by improving their listening and empathetic skills. • see through new lenses and step back from their own cultural worldview in order to better handle unexpected or "weird" situations. • are continuously encouraged to self-reflect and learn through experience.

	<u>Digital Marketing (E) /ILV / LV-Nr: bb.FS.6 / 3.Semester / ECTS: 3</u> The participants: • understand what customer experience means and why it is central to digital marketing. • recognize that the customer experience includes all touchpoints along the customer journey—from initial contact to purchase and beyond. • can identify the most important digital touchpoints (e.g., social media, website, email, search engines) and explain their importance for a positive customer experience. • are familiar with the key instruments of the online marketing mix (including SEO, SEA, social media, email marketing, content marketing, performance marketing). • understand the respective advantages, opportunities, and possible applications of these tools. • learn how to adapt the selection and combination of tools to corporate goals, target groups, and budgets. • understand how a marketing strategy works as a long-term, goal-oriented plan and what role market analysis, target group understanding, positioning, and value proposition play. • can explain the difference between strategy, plan, and tactics and know how individual measures are embedded in a holistic strategy.
Acquisition of skills	• gain insight into the development and implementation of marketing strategies, especially in the digital environment. • understand the basics of artificial intelligence and its potential applications in marketing, e.g., in data analysis, personalization, automation, and trend forecasting. • recognize the opportunities AI offers for more efficient marketing processes, better customer centricity, and optimized budgets. • gain an overview of current examples and trends in AI-supported marketing.
	<u>Strategic & Change Management (E) /SE / LV-Nr: bb.FS.7 / 3.Semester / ECTS: 4</u> The participants: • will have a working knowledge of the concept of strategy and strategic management in general business. • are able to differentiate between the key concepts in the orientation of an organization - mission, vision and strategy. • will be able to demonstrate knowledge and application of several well-known developmental and analytical strategic frameworks and be able to demonstrate their application to analyze, assess, and evaluate various situations. • will have the ability to select and apply the lessons learned in solving problems and synthesize solutions to scenarios related to the management of sports, culture, and events.
Course contents	<u>Team Building /ILV / LV-Nr: bb.FS.1 / 1.Semester / ECTS: 3</u> The course combines learning through outdoor and indoor components with keynote speeches and reflection: - The development of teams in their compositions - Target perspectives and risks (work-life management) - Leadership in a team - Organization of cooperation - Social coherence - The assessment of roles - Potential for conflict including causes and solutions
	<u>Leadership Concepts & Practice (E) /SE / LV-Nr: bb.FS.2 / 1.Semester / ECTS: 4</u> - Essential concepts and elements of leadership in a modern business setting - Fundamental approaches to leadership (trait, skill, behavioral, and situational leadership) - Emerging approaches to leadership (Authentic Leadership, Servant Leadership) - Understanding and labeling one's own views and outlooks on leadership - Developing and applying leadership skills - Most important characteristics and features of leadership in sports, cultural and event organizations - Different approaches and understandings of leadership
	<u>Study Trip (E) /ILV / LV-Nr: bb.FS.3 / 2.Semester / ECTS: 3</u> - Planning, organization, and implementation of the program - Meetings and discussions with experts from sports, culture, and event management - Visits to foreign trade centers, embassies, and international institutions (e.g. Goethe Institute) - Participation in courses at partner universities developing teams in their compositions
	<u>Project Management (E) /SE / LV-Nr: bb.FS.4 / 2.Semester / ECTS: 4</u> - Understanding projects and structured project management - Project lifecycle (selection, initiation, planning, execution, monitoring & controlling, closing) - Project scheduling (scheduling software, manual scheduling techniques) - Project management methodologies
	<u>Cultural Awareness & Intercultural Competence (E) /ILV / LV-Nr: bb.FS.5 / 2.Semester / ECTS: 3</u>

	• The meaning of culture • Points of view and perceptions • The cultural filter and the concept of the window • Assumed normality and unmet expectations • Stereotypes and their impact • The cultural iceberg model • Cultural dimensions, with a focus on collectivism and individualism • Intercultural competence and dialogue, with a focus on the developmental model of intercultural sensitivity • The link between culture and communication • The personal iceberg metaphor • Defensive communication styles (coping stances) versus congruent communication • Active listening and empathy • Self-awareness and conscious communication
	<u>Digital Marketing (E) /ILV / LV-Nr: bb.FS.6 / 3.Semester / ECTS: 3</u> The course presents: - An overview of the digital marketing tools currently in use - The framework conditions when using digital marketing - The special challenges regarding interaction and fast pace in digital marketing Based on case studies, current best practice digital marketing campaigns are discussed, and own marketing concepts are designed.
	<u>Strategic & Change Management (E) /SE / LV-Nr: bb.FS.7 / 3.Semester / ECTS: 4</u> - Fundamental concepts of strategy and strategic innovation (general strategy) - Key concepts of strategic positioning and general competitive strategy frameworks for industry analysis. (Michael Porter) - Innovation strategy for creating unique products, services, and market positions (Blue Ocean Strategy) - Tools for translating strategic vision into organizational action (The Balanced Scorecard, and others)
Teaching and learning methods	<u>Team Building /ILV / LV-Nr: bb.FS.1 / 1.Semester / ECTS: 3</u> integrated course
	<u>Leadership Concepts & Practice (E) /SE / LV-Nr: bb.FS.2 / 1.Semester / ECTS: 4</u> seminar
	<u>Study Trip (E) /ILV / LV-Nr: bb.FS.3 / 2.Semester / ECTS: 3</u> integrated course
	<u>Project Management (E) /SE / LV-Nr: bb.FS.4 / 2.Semester / ECTS: 4</u> project
	<u>Cultural Awareness & Intercultural Competence (E) /ILV / LV-Nr: bb.FS.5 / 2.Semester / ECTS: 3</u> integrated course
	<u>Digital Marketing (E) /ILV / LV-Nr: bb.FS.6 / 3.Semester / ECTS: 3</u> integrated course
	<u>Strategic & Change Management (E) /SE / LV-Nr: bb.FS.7 / 3.Semester / ECTS: 4</u> seminar
Evaluation Methods Criteria	<u>Team Building /ILV / LV-Nr: bb.FS.1 / 1.Semester / ECTS: 3</u> presentation
	<u>Leadership Concepts & Practice (E) /SE / LV-Nr: bb.FS.2 / 1.Semester / ECTS: 4</u> Exam
	<u>Study Trip (E) /ILV / LV-Nr: bb.FS.3 / 2.Semester / ECTS: 3</u> Participation
	<u>Project Management (E) /SE / LV-Nr: bb.FS.4 / 2.Semester / ECTS: 4</u> Portfolio exam
	<u>Cultural Awareness & Intercultural Competence (E) /ILV / LV-Nr: bb.FS.5 / 2.Semester / ECTS: 3</u> Exam
	<u>Digital Marketing (E) /ILV / LV-Nr: bb.FS.6 / 3.Semester / ECTS: 3</u> Portfolio exam

	<u>Strategic & Change Management (E) /SE / LV-Nr: bb.FS.7 / 3.Semester / ECTS: 4</u> Exam
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Module number:	Specialization SCEM	Scope:	
VT SKVM		24	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management part-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
	4. Semester		
Level	1. Semester: first cycle, Master / 1. Semester: first cycle, Master / 2. Semester: first cycle, Master / 3. Semester: first cycle, Master / 4. Semester: first cycle, Master		
Previous knowledge	1. Semester: not applicable / 1. Semester: not applicable / 2. Semester: not applicable / 2. Semester: not applicable / 3. Semester: not applicable / 3. Semester: not applicable / 3. Semester: not applicable / 4. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Non-Profit Management & Fundraising in Sports and Culture (E) /ILV / LV-Nr: bb.VT.1 / 1.Semester / ECTS: 3</u> Ahmed, S. (2022): Effective Nonprofit Management: Context, Concepts, and Competencies. Garcia-Rodriguez, Inigo, and M. Elena Romero-Merino. Financing Nonprofit Organizations. 2020. Hallmann, K., Heikkinen, S., & Vehmas, H. (2024). Management of sport organizations at the crossroad of responsibility and sustainability: Perceptions, Practices, and prospects around the World (Vol. 25). Springer Nature. Hums, M.A., Kluch, Y., Schmidt, S.H. & MacLean, J.C. (2023). Governance and Policy in Sport Organizations (5th ed.). Routledge. Thornton, P., Ocasio, W., Lounsbury, M. (212): The Institutional Logics Perspective: A New Approach to Culture, Structure and Process (Oxford Academic, https://doi.org/10.1093/acprof:oso/9780199601936.001.0001 . Worth, M.J. (2020). Nonprofit Management: Principles and Practice (6th ed.). Sage.		
	<u>Risk Management /SE / LV-Nr: bb.VT.2 / 1.Semester / ECTS: 4</u> Silvers, J. (2007). Risk Management for Meetings and Events. London: Routledge. Wynn-Moylan, P. (2017). Risk and Hazard Management for Festivals and Events. London: Routledge. Sports Grounds Safety Authority (ed.) (2018). Guide to Safety at Sports Grounds (6th ed.). London: Sports Grounds Safety Authority. Toft, B. and Reynolds, S. (2005). Learning from Disasters: A Management Approach (3rd ed.). Leicester, UK: Perpetuity Press Limited. Event Safety Alliance of USA, Inc. (ed.) (2013). The Event Safety Guide: A Guide to Health, Safety and Welfare at Live Entertainment Events in the United States (1st ed.). Scottsdale, AZ: Event Safety Alliance.		
	<u>Event Design & Experience /ILV / LV-Nr: bb.VT.3 / 2.Semester / ECTS: 3</u> Bischof, R. (2008): Event-Marketing. Cornelsen Verlag; Blättler, A.; Gassert, D.; Parikka-Hug, S.; Ronsdorf, M. (2010): Intermediale Inszenierungen im Zeitalter der Digitalisierung. transcript Verlag; Geißlinger, H.; Raab, St. (2011): Strategische Inszenierung. Carl-Auer Verlag; Kleine Wieskamp, P. (2016): Storytelling, Carl Hanser Verlag Mikunda, C. (2011): Der verbotene Ort oder Die inszenierte Verführung. Mi-Wirtschaftsbuch Urthaler, D. (2010): Unvergessliche Veranstaltungen – Dramaturgie und Inszenierung von Events. VDM Verlag;		
	<u>Sports Governance (E) /SE / LV-Nr: bb.VT.4 / 2.Semester / ECTS: 2</u> Belcastro, F. (2023). A Game of Politics? International Sport Organisations and the Role of Sport in International Politics. The International Spectator. Freeburn, L. (2018). Regulating International Sport. Brill. Garcia, B. & Smokvina, V. (2026). (eds.). The European Model of Sport Hallmann, K. & Petry, K. (2013). Comparative Sport Development. Springer Henry, I. & Ko, L.-M. (2014). (eds.). Routledge Handbook of Sport Policy. London: Routledge. Sport, Law, Policy and Diplomacy Journal International Journal of Sport Policy and Politics		
	<u>Critical Sports & Cultural Theory /ILV / LV-Nr: bb.VT.5 / 3.Semester / ECTS: 3</u>		

	Duerr, V., Miller, T., O'Brien, D. (2018). The Routledge Handbook of Global Cultural Policy. London: Routledge. Finkel, R., Sharp, B. and Sweeney, M. (2018). Accessibility, inclusion, and diversity in Critical Event Studies. London, Routledge. Edwards, Erica B., & Esposito J. (2020). Intersectional Analysis as a Model to Analyze Popular Culture. Clarity in the Matrix, Milton: Routledge. Haber, J. (2020). Critical Thinking. Boston: MIT Press. Journals: Cultural Sociology, International Journal of Intercultural Relations, International Review for the Sociology of Sport, Journal of Sport Management, European Sport Management Quarterly, Journal of Sport and Social Issues, Sport in Society, Sport Management Review
Literature recommendation	<u>Cultural Governance (E) /SE / LV-Nr: bb.VT.6 / 3.Semester / ECTS: 2</u> Alasuutari, P., Qadir, A. 2019. Epistemic Governance. Social Change in the Modern World Ansell, C.K., Torfing, J. 2022. Handbook on theories of governance Rentschler, R. 2015. Arts Governance. People, Passion, Performance. Routledge Rentschler, R. et al. (ed). 2025. The Routledge Companion to Governance in the Arts World. 2025. Toledo Silvia, G. 2015. "UNESCO and the coining of cultural policy", 10th International Conference in Interpretive Policy Analysis, 8–10 July 2015, Lille, France. Turbide, J., C. Laurin, L. Lapiere and R. Morissette. 2008. "Financial crisis in the arts sector: Is governance the illness or the cure?" in: International Journal of Arts Management 10(2), 4–13
	<u>Sustainability (E) /ILV / LV-Nr: bb.VT.7 / 3.Semester / ECTS: 3</u> Luthe, T. & Kutzschenbach, M., 2016. Building common ground in mental models of sustainability. Sustainability: the Journal of Record, Issue 9(5), pp. 247-254. Rockström, J. et al., 2009. Planetary Boundaries: Exploring the Safe Operating Space for Humanity. Ecology & Society, Issue 14(2), p. online. Jones, M., 2018. Sustainable Event Management : A Practical Guide. London: Routledge. Holmes, Kirsten, et al. Events and Sustainability, Taylor & Francis Group, 2015. Mair, J., 2019. Rethinking Event Sustainability. In: J. Ambrecht, E. Lundber & T. D. Andersson, eds. A research Agenda for Event Management. Cheltenham, UK: Edward Elgar Publishing, pp. 7 - 22. Laloux, F, 2017. Reinventing Organisations, Vahlen. Hutchins, G. & Storm L., 2019, Regenerative Leadership, WordzWorth.
	<u>Public Relations in SCEM /ILV / LV-Nr: bb.VT.8 / 4.Semester / ECTS: 4</u> Gunning, E. (2019): Public Relations: a practical approach, Red Globe Press Deg, R. (2017): Basiswissen Public Relations, Springer Fachmedien Wiesbaden GmbH Steinke, L. (2015). Die neue Öffentlichkeitsarbeit : Wie gute Kommunikation heute funktioniert: Strategien - Instrumente – Fallbeispiele. Wiesbaden: Springer Fachmedien Röttger, U. (2010). Public Relations - Organisation und Profession : Öffentlichkeitsarbeit als Organisationsfunktion. Eine Berufsfeldstudie. Wiesbaden: VS Verlag für Sozialwissenschaften Silverman, D.A., & Smith, R.D. (2024). Strategic Planning for Public Relations (7th ed.). Routledge. https://doi.org/10.4324/9781003348467 Luttrell, R. M., & Capizzo, L. W. (2025). Public relations campaigns: An integrated approach. Sage Publications.
Acquisition of skills	<u>Non-Profit Management & Fundraising in Sports and Culture (E) /ILV / LV-Nr: bb.VT.1 / 1.Semester / ECTS: 3</u> The participants: • know the specific challenges of civil society non-profit organizations in sports and culture. • understand their dynamics and can critically reflect on external influences and master the complexity of nonprofit logics in favor of public welfare-oriented purposes. • are familiar with financing strategies and efficient evaluation methods such as impact analyses. • will be able to systematically analyze the governance and organizational structures of non-profit organizations in sports and culture, to apply key principles of strategic management to non-profit settings and assess the impact of public policy on funding opportunities.
	<u>Risk Management /SE / LV-Nr: bb.VT.2 / 1.Semester / ECTS: 4</u> The participants: • are able to understand the complex challenges in event management and identify and manage the associated risks. • are able to systematically identify, analyze and assess potential hazards at events, and derive appropriate mitigation measures. • are able to evaluate the legal dimensions of risk management. • are able to understand the relevance of emergency management and crowd management within the context of event safety. • are able to determine the maximum occupancy of event venues, taking into account both the usable area and the capacities of available escape routes. • are able to critically discuss and assess information, data and evidence to support well-founded safety-related decisions. • are able to apply theoretical knowledge to practical event scenarios in a solution-oriented manner.
	<u>Event Design & Experience /ILV / LV-Nr: bb.VT.3 / 2.Semester / ECTS: 3</u>

	The participants: • engage with the creation and design of events. • understand which measures are required for the staging of events and are familiar with the technical possibilities for realizing creative objectives. • develop a market- and customer-oriented mindset and demonstrate an understanding of task- and time-driven workflows. • are able to contribute actively and solution-oriented in group work, fostering creativity and commitment. • are capable of receiving, processing, and responding appropriately to critical feedback by applying communicative and emotional intelligence.
	<u>Sports Governance (E) /SE / LV-Nr: bb.VT.4 / 2.Semester / ECTS: 2</u> The participants: • will be able to explain and critically discuss core concepts underpinning the governance of modern global sports, including ideas related to autonomy, neutrality and the overall structure of sports. • will be able to critically evaluate good governance practices and plan the implementation of sports governance principles in practice. • will be able to reflect critically on institutions and regularities as well as socio-political contexts of European and international sports and cultural policy.
	<u>Critical Sports & Cultural Theory /ILV / LV-Nr: bb.VT.5 / 3.Semester / ECTS: 3</u> The participants: • are provided with basic skills in logical thinking, argumentation, and decision-making, which help them to reflect on ethical, socio-political, and technological challenges in the fields of sports and culture.
	• will be equipped with critical thinking skills to examine and challenge taken-for-granted assumptions, ethical dilemmas and power structures and ideologies embedded in policies and practices and how they have shaped conventional sport and cultural management research and practice. • consider postcolonial theories in the context of the cultural sector and critically examine issues of representation and interpretive authority. • will be able to assess how these reproduce societal consequences, such as systemic inequality, and apply analytical tools to assess current practices, how to challenge dominant ideologies and explore alternative and transformative, socially just management approaches that promote inclusion, ethical governance, and equity and engage in responsible decision-making that is grounded in ethical responsibility and reflexivity. • will be able to integrate interdisciplinary insights from sport sociology, management, and critical theory, politics and policy.
Acquisition of skills	<u>Cultural Governance (E) /SE / LV-Nr: bb.VT.6 / 3.Semester / ECTS: 2</u> The participants: • distinguish between global systems of cultural governance on organizational and field level. • critically assess the advantages and disadvantages, challenges and benefits of the systems. • compose positive governance mechanisms and apply the systems in terms of ethical and social responsibility.
	<u>Sustainability (E) /ILV / LV-Nr: bb.VT.7 / 3.Semester / ECTS: 3</u> The participants: • analyze sustainability related issues with a system's thinkers lens. • evaluate the impact of activities in SCEM on the planetary boundaries. • consider the relationship between various aspects of sustainability (social justice, environmental carrying capacity, economic equality, technology use, participation) in their decision making as managers. • apply methods of circular design to the development of their products and services. • apply tools to strengthen their own and their stakeholders mental resilience in context of climate or collapse anxiety. • design events, sport or cultural institutions so that they are greener or even regenerative. • consider the psychology and sociology of sustainability in their management practices. • identify and use regenerative forms of leadership and organizational design.
	<u>Public Relations in SCEM /ILV / LV-Nr: bb.VT.8 / 4.Semester / ECTS: 4</u> The participants: • are familiar with the innovative use of media and their role within project processes. • master strategies for action in speaking, writing, and visual communication. • understand different media formats and text types and are able to classify and apply them appropriately. • develop a confident, trustworthy, and persuasive presence through presentations. • demonstrate clear and precise language skills, handle terminology accurately, and establish the ability to discuss and critically engage with various media contents.
Course contents	<u>Non-Profit Management & Fundraising in Sports and Culture (E) /ILV / LV-Nr: bb.VT.1 / 1.Semester / ECTS: 3</u>

	A large proportion of cultural offerings are part of the so-called third sector. They are civil society organizations, pursue public welfare purposes, contribute to social change and in some cases exhibit characteristics of alternative forms of organization. Governance structures are examined, including the roles and responsibilities of boards and the challenges of managing volunteers and other stakeholder expectations. The seminar will also consider financial structures of non-profit organizations and different revenue sources and address challenges of financing, also regarding the interplay of intrinsic and extrinsic values. The seminar will analyze financing strategies from the public hand to crowdfunding. Special emphasis is placed on impact analyses and their potential for organizational development and the search for cooperation and financing partners. Students will analyze real-world examples of non-profit organizations to understand practical applications of governance principles and fundraising strategies. Future directions in non-profit management in sports and culture will address innovation in fundraising and digital transformation.
	<u>Risk Management /SE / LV-Nr: bb.VT.2 / 1.Semester / ECTS: 4</u> - Terminology of Risk Management - Fundamentals of Risk Management in the Event Context - Legal Frameworks and Standards - Hazard Identification and Risk Assessment - Structural, Technical and Organizational Safety Measures - Crowd Management - Emergency Management - Application and Reflection (Analysis of Real-World Case Studies)
	<u>Event Design & Experience /ILV / LV-Nr: bb.VT.3 / 2.Semester / ECTS: 3</u> What is dramaturgy? – The internal structure with a focus on storytelling – Storytelling from the perspective of neuroscience – The external structure – Dramaturgical models with regard to narrative tension Staging – Transmedia storytelling – Creativity techniques for event staging – Practical development of a staging concept through group exercises – Staging opportunities for the event manager The Script New forms of event staging – digital and technological effects – The emergence of new event formats – Social media marketing as an event tool

Course contents	<u>Sports Governance (E) /SE / LV-Nr: bb.VT.4 / 2.Semester / ECTS: 2</u> Key concepts underpinning global sports governance – including autonomy, neutrality and structural issues – are presented and critically discussed. Principles and concepts of good governance are discussed, and students reflect on the practical implementation of such standards. The overall structure of global sports is likewise presented and analyzed.
	<u>Critical Sports & Cultural Theory /ILV / LV-Nr: bb.VT.5 / 3.Semester / ECTS: 3</u> - critical thinking as a transformative tool for analyzing and reshaping sport and cultural management practices. - foundational theories from critical sociology, culture and sport management to analyze and explain how power, ideology, and inequality shape decision-making and stakeholder relationships in current managerial praxis - ethical dilemmas and political dimensions of stakeholder relations to explore tensions between market-driven factors and social responsibility - human rights as a critical framework for governance and inclusion to analyze how participation, accessibility, and equity can be undermined by institutional norms and global inequalities - current practical examples from the fields of sports and culture that require a critical approach
	<u>Cultural Governance (E) /SE / LV-Nr: bb.VT.6 / 3.Semester / ECTS: 2</u> Cultural governance has different systems and levels of action around the world: Boards play a role in the Anglo-Saxon world, cultural policy in European countries as well as in some former colonized countries. In democracies, they share the same concerns such as participation and representation, organizational development, social change and democratic principles. However, governance can also be used as an ideological instrument, as can be observed in illiberal democracies. The seminar deals with the systematic categorization of forms and norms of cultural governance at the field level and at the level of individual organizations. Questions of transformation and current social and political challenges provide the context to understand the role of governance in the arts world.
	<u>Sustainability (E) /ILV / LV-Nr: bb.VT.7 / 3.Semester / ECTS: 3</u> - system's thinking and complexity - regenerative design vs. sustainable development - planetary boundaries - impact of SCEM activities on planetary boundaries - C2C design - regenerative management principles - different reporting approaches and their strength and weaknesses - psychology of climate change & collapse
	<u>Public Relations in SCEM /ILV / LV-Nr: bb.VT.8 / 4.Semester / ECTS: 4</u> - Introduction to foundational texts on media usage - Iconography and oral traditions - Historical understanding of writing systems - Writing press releases and announcement texts (flyers, posters, brochures, etc.) - Public speaking (radio, television, corporate videos, etc.), presentation skills, welcoming speeches, and lecture delivery - Innovative idea distribution as a competency in academic training
Teaching and learning methods	<u>Non-Profit Management & Fundraising in Sports and Culture (E) /ILV / LV-Nr: bb.VT.1 / 1.Semester / ECTS: 3</u> integrated course
	<u>Risk Management /SE / LV-Nr: bb.VT.2 / 1.Semester / ECTS: 4</u> seminar
	<u>Event Design & Experience /ILV / LV-Nr: bb.VT.3 / 2.Semester / ECTS: 3</u> integrated course
	<u>Sports Governance (E) /SE / LV-Nr: bb.VT.4 / 2.Semester / ECTS: 2</u> seminar
	<u>Critical Sports & Cultural Theory /ILV / LV-Nr: bb.VT.5 / 3.Semester / ECTS: 3</u> integrated course
	<u>Cultural Governance (E) /SE / LV-Nr: bb.VT.6 / 3.Semester / ECTS: 2</u> seminar
	<u>Sustainability (E) /ILV / LV-Nr: bb.VT.7 / 3.Semester / ECTS: 3</u> integrated course

	<u>Public Relations in SCEM /ILV / LV-Nr: bb.VT.8 / 4.Semester / ECTS: 4</u> integrated course
Evaluation Methods Criteria	<u>Non-Profit Management & Fundraising in Sports and Culture (E) /ILV / LV-Nr: bb.VT.1 / 1.Semester / ECTS: 3</u> Portfolio exam
	<u>Risk Management /SE / LV-Nr: bb.VT.2 / 1.Semester / ECTS: 4</u> Portfolio exam
	<u>Event Design & Experience /ILV / LV-Nr: bb.VT.3 / 2.Semester / ECTS: 3</u> Portfolio exam
Evaluation Methods Criteria	<u>Sports Governance (E) /SE / LV-Nr: bb.VT.4 / 2.Semester / ECTS: 2</u> Exam
	<u>Critical Sports & Cultural Theory /ILV / LV-Nr: bb.VT.5 / 3.Semester / ECTS: 3</u> Portfolio exam
	<u>Cultural Governance (E) /SE / LV-Nr: bb.VT.6 / 3.Semester / ECTS: 2</u> Portfolio exam
	<u>Sustainability (E) /ILV / LV-Nr: bb.VT.7 / 3.Semester / ECTS: 3</u> Portfolio exam
	<u>Public Relations in SCEM /ILV / LV-Nr: bb.VT.8 / 4.Semester / ECTS: 4</u> Exam

Module number:	Practical Transfer SCEM	Scope:	
PT SKVM		40	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management part-time		
Position in the curriculum	2. Semester		
	3. Semester		
	4. Semester		
Level	2. Semester: first cycle, Master / 3. Semester: first cycle, Master / 4. Semester: first cycle, Master		
Previous knowledge	2. Semester: not applicable / 2. Semester: not applicable / 3. Semester: not applicable / 3. Semester: not applicable / 4. Semester: not applicable / 4. Semester: not applicable / 4. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Business Project /PT / LV-Nr: bb.PT.1 / 2.Semester / ECTS: 4</u> Bowdin, G.A.J., Allen, J., Harris, R., Jago, L., O'Toole, W., & McDonnell, I. (2023). Events Management (4th ed.). Routledge. Cornwell, T. B. (2014). Sponsorship in marketing : effective communication through sports, arts, and events. Routledge, New York. Fabisch, N. (2013) Fundraising: Spenden, Sponsoring und mehr. Orig.-Ausg., 3., vollst. überarb. und erw. Aufl., Dt. Taschenbuch-Verl., München. Smith, A. (2015). Events in the City: Using public spaces as event venues (1st ed.). Routledge. Timinger, H. (2025). Modern project management. Wiley-VCH.		
	<u>Research Methods & Evidence-based Management /ILV / LV-Nr: bb.PT.2 / 3.Semester / ECTS: 3</u> Bortz, J. & Döring, N. (2022). Forschungsmethoden und Evaluation: Für Human- und Sozialwissenschaftler. Springer. Diekmann, A. (2021). Empirische Sozialforschung: Grundlagen, Methoden, Anwendungen. Rowohlt. Flick, U. (2022). Qualitative Sozialforschung: Eine Einführung. Rowohlt. Lamnek, S. & Krell, C. (2016). Qualitative Sozialforschung: Mit Online-Materialien. Beltz Juventa.		
	<u>Thesis Preparation Seminar /ILV / LV-Nr: bb.PT.3 / 2.Semester / ECTS: 3</u> Brunner, H., Knitel, D., Resinger, P. J., Mader, R. (2015) Leitfaden zur Bachelor- und Masterarbeit: Einführung in wissenschaftliches Arbeiten und berufsfeldbezogenes Forschen an Hochschulen und Universitäten. 3. Auflage. Tec-tum Wissenschaftsverlag. Bryman, A. (2012). Social research methods (4. ed.). Oxford: Oxford Univ. Press. Creswell, J. W. and Creswell, J.D. (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. Sage Publications Ltd. Heesen, B. (2020). Academic writing in APA Style: Writing Academic Papers and Theses in APA style 7th edition. Canada, Prescient. Turabian, K. L. (2013). A manual for writers of research papers, theses, and dissertations: Chicago style for students and researchers. Chicago, IL: University of Chicago Press.		
	<u>Elective (E) /ILV / LV-Nr: bb.PT.4 / 3.Semester / ECTS: 2</u> Edger, C. and Oddy, R. (2018). 87 Key Models for Event, Venue and Experience (EVE) Managers. UK, Libri Publishing. Kotler, P.; Armstrong, G.; Harris, L. C. & Piercy, N. (2016): Principles of Marketing. 7th European Edition. UK: Pearson Education Limited. Kruyen, P., André, S., Heijden, B. van der, & Edward Elgar Publishing. (2024). Maintaining a Sustainable Work-Life Balance: An Interdisciplinary Path to a Better Future (First edition). Northampton: Edward Elgar Publishing. Smit, B. & Melissen, F. (2017). Sustainable Customer Experience Design: Co-creating experiences in Events, Tourism and Hospitality. London, Routledge. Van Ruler, B., & Körver, F. (2019). The Communication Strategy Handbook: Toolkit for Creating a Winning Strategy. New York [u.a.]: Peter Lang.		
	<u>Colloquium on Master's Thesis /SE / LV-Nr: bb.PT.5 / 3.Semester / ECTS: 2</u> Brink, A. (2023). Anfertigung wissenschaftlicher Arbeiten: Ein prozessorientierter Leitfaden zur Erstellung von Bachelor-, Master- und Diplomarbeiten (7. Aufl.). Springer Gabler. Bui, Y. N. (2019). How to write a master's thesis (3rd ed.). Sage. Esselborn-Krumbiegel, H. (2022). Von der Idee zum Text: Eine Anleitung zum wissenschaftlichen Schreiben (6. Aufl.). UTB. Fleming, R. S., & Kowalsky, M. (2021). Survival skills for thesis and dissertation candidates. Springer. Krämer, W. (2022). Wie schreibe ich eine Seminar- oder Examensarbeit? (9. Aufl.). Vahlen. Watzka, K. (2019). Anfertigung und Präsentation von Seminar-, Bachelor- und Masterarbeiten: Tipps, Fehlervermeidung, Konzeption von Fragebögen. Erich Schmidt Verlag.		

	<u>Colloquium on Master's Thesis /SE / LV-Nr: bb.PT.6 / 4.Semester / ECTS: 2</u> Brink, A. (2023). Anfertigung wissenschaftlicher Arbeiten: Ein prozessorientierter Leitfaden zur Erstellung von Bachelor-, Master- und Diplomarbeiten (7. Aufl.). Springer Gabler. Bui, Y. N. (2019). How to write a master's thesis (3rd ed.). Sage. Esselborn-Krumbiegel, H. (2022). Von der Idee zum Text: Eine Anleitung zum wissenschaftlichen Schreiben (6. Aufl.). UTB. Fleming, R. S., & Kowalsky, M. (2021). Survival skills for thesis and dissertation candidates. Springer. Krämer, W. (2022). Wie schreibe ich eine Seminar- oder Examensarbeit? (9. Aufl.). Vahlen. Watzka, K. (2019). Anfertigung und Präsentation von Seminar-, Bachelor- und Masterarbeiten: Tipps, Fehlervermeidung, Konzeption von Fragebögen. Erich Schmidt Verlag.
Literature recommendation	<u>Master's Thesis /SE / LV-Nr: bb.PT.7 / 4.Semester / ECTS: 22</u> Brink, A. (2023). Anfertigung wissenschaftlicher Arbeiten: Ein prozessorientierter Leitfaden zur Erstellung von Bachelor-, Master- und Diplomarbeiten (7. Aufl.). Springer Gabler. Bui, Y. N. (2019). How to write a master's thesis (3rd ed.). Sage. Esselborn-Krumbiegel, H. (2022). Von der Idee zum Text: Eine Anleitung zum wissenschaftlichen Schreiben (6. Aufl.). UTB. Fleming, R. S., & Kowalsky, M. (2021). Survival skills for thesis and dissertation candidates. Springer. Krämer, W. (2022). Wie schreibe ich eine Seminar- oder Examensarbeit? (9. Aufl.). Vahlen. Watzka, K. (2019). Anfertigung und Präsentation von Seminar-, Bachelor- und Masterarbeiten: Tipps, Fehlervermeidung, Konzeption von Fragebögen. Erich Schmidt Verlag.
	<u>Generative AI in SCEM (E) /SE / LV-Nr: bb.PT.8 / 4.Semester / ECTS: 2</u> Epp, A. M., & Humphreys, A. (2025). Collaborating with Generative AI in Consumer Culture Research. Journal of Consumer Research, 52(1), 32-48.
Acquisition of skills	<u>Business Project /PT / LV-Nr: bb.PT.1 / 2.Semester / ECTS: 4</u> The participants: • are able to apply in-depth knowledge of applied project management in the fields of sports, culture, and events in order to manage projects successfully. • are able to apply core knowledge in the areas of conceptualization, planning, implementation, and financing of events in order to develop and realize professional event formats. • are able to systematically evaluate the achievement of event objectives in order to identify potential for optimization and ensure the quality of future projects. • are able to transfer well-founded problem-solving approaches and strategies to economic issues in order to address complex challenges in a practice-oriented and solution-focused manner. • are able to recognize the importance of project communication, self-organization, time management, organizational skills, as well as stress management and resilience, and to apply these competencies purposefully in order to act successfully in dynamic and demanding project contexts (work-life management).
	<u>Research Methods & Evidence-based Management /ILV / LV-Nr: bb.PT.2 / 3.Semester / ECTS: 3</u> The participants: • can systematically analyze and critically reflect on the connection between empirical research and evidence-based decision-making processes in professional practice. • can understand and apply the significance of theoretical assumptions, key concepts, and scientific paradigms for the planning and implementation of research processes. • can assess the possible applications, advantages, and limitations of qualitative and quantitative research methods. • are able to independently develop research instruments such as questionnaires and interview guides, guided by theoretical foundations. • can plan, conduct, and document empirical surveys in a methodologically profound manner. • are able to confidently apply basic data analysis methods (e.g., statistical software, qualitative data analysis programs) and critically interpret the results obtained.
	<u>Thesis Preparation Seminar /ILV / LV-Nr: bb.PT.3 / 2.Semester / ECTS: 3</u> The participants: • are able to describe the key features of a research proposal. • are able to independently plan and develop empirical research projects at Master level. • are able to evaluate existing scientific literature based on criteria from research practice. • are able to reflect ethical and practical aspects in their research question. • are able to choose their most suitable method(s) for their research design and to justify their methodological decisions. • are able to recognize and analyze theoretical and methodological problems of their Master's Thesis and to find suitable solutions.
	<u>Elective (E) /ILV / LV-Nr: bb.PT.4 / 3.Semester / ECTS: 2</u>

	The participants: • actively contribute previously acquired knowledge to discussions. • critically question, evaluate, and compare new insights. • appropriately assess the activities of experts from business and academia. • establish and expand contacts with experts, understanding both the Austrian and the international market. • strengthen their discussion and argumentation skills, creativity, ability to work on task- and time-driven projects, and presentation skills. • are able to identify personal challenges and to develop a self-reflective approach (e.g., in the context of work-life management).
	<u>Colloquium on Master's Thesis /SE / LV-Nr: bb.PT.5 / 3.Semester / ECTS: 2</u> The participants: • can articulate, reflect on, and critically discuss issues that arise in connection with their Master's Thesis, and develop solutions. • are able to clarify ambiguities together through constructive exchange and to shape learning processes in the spirit of mutual learning.
	<u>Colloquium on Master's Thesis /SE / LV-Nr: bb.PT.6 / 4.Semester / ECTS: 2</u> The participants: • can articulate, reflect on, and critically discuss issues that arise in connection with their Master's Thesis, and develop solutions. • are able to clarify ambiguities together through constructive exchange and to shape learning processes in the spirit of mutual learning. • are able to present the key content, lines of argumentation, and methodological decisions of their Master's Thesis, and to systematically prepare for the oral defense of their thesis.

Acquisition of skills	<u>Master's Thesis /SE / LV-Nr: bb.PT.7 / 4.Semester / ECTS: 22</u> The participants: • are able to independently work on a specialized topic in the field of sports, culture, and event management. • can analyze, evaluate, and critically reflect on the selected topic using scientific methods. • apply relevant research techniques independently to achieve well-founded results.
	<u>Generative AI in SCEM (E) /SE / LV-Nr: bb.PT.8 / 4.Semester / ECTS: 2</u> The participants: • will be empowered to navigate a media landscape undergoing massive disruption due to generative artificial intelligence (AI). • will develop skills for the application of Generative AI and will understand current trends and underlying macro developments. • will develop the ability to critically reflect on ethical issues related to the use of generative AI in marketing.
Course contents	<u>Business Project /PT / LV-Nr: bb.PT.1 / 2.Semester / ECTS: 4</u> To optimally prepare students for challenges in professional life, practice-oriented tasks are worked on in groups, preferably based on assignments from partners in business or public institutions, or through field experience gained under the supervision of the course instructor. Students contribute their previously acquired knowledge and apply it to projects. In addition to deepening and enhancing their subject-specific expertise, complementary competencies such as social skills, teamwork, problem-solving and decision-making competence, risk management, and budgeting competence are also fostered. Based on a client briefing, students work independently on the assigned projects, receiving guidance from the course instructor only when necessary. Planning, coordination, budgeting, monitoring, evaluation, and final reporting are carried out by the students. The role of the course instructor is focused on project coaching.
	<u>Research Methods & Evidence-based Management /ILV / LV-Nr: bb.PT.2 / 3.Semester / ECTS: 3</u> • Fundamentals of qualitative and quantitative research approaches in the disciplines of sport, cultural, and event management, as well as their intersections • Research designs in qualitative and quantitative social research (discussion based on selected scientific papers), including the development of the theoretical framework. • Qualitative methods: sampling, interview and observation methods, qualitative content analysis, ethical considerations and standards of research quality • Quantitative methods: sample size, descriptive statistics, inferential statistical methods, computer-assisted data analysis (e.g., SPSS) • Application: analysis of datasets and survey data in the quantitative field; interpretation of qualitative data • Critical engagement with empirical studies in the fields of sport, cultural, and event management
	<u>Thesis Preparation Seminar /ILV / LV-Nr: bb.PT.3 / 2.Semester / ECTS: 3</u> - Structure, content and function of research proposals - Phrasing and contextualizing research questions - Interdisciplinarity as opportunity and challenge - Establishing the current state of knowledge and systematically evaluating the literature - Closing and contextualizing the research gap - Managing information and knowledge - Choosing and justifying appropriate research methods - Quality criteria of empirical research in social sciences - Research ethics and data protection - Academic writing
	<u>Elective (E) /ILV / LV-Nr: bb.PT.4 / 3.Semester / ECTS: 2</u> The course will focus on the following points: - Future of sport, culture and events in terms of importance - The use of marketing tools in projects - Scientific analysis of marketing campaigns in practice - Current trends in international business in both theory and practice - Economic, political and social impacts - Industry and R&D activities - Digital developments - Creation and evaluation of trends, fashions, booms - Work-life management
	<u>Colloquium on Master's Thesis /SE / LV-Nr: bb.PT.5 / 3.Semester / ECTS: 2</u> - Critical reflection and scholarly discussion of research-related issues within the context of the individual Master's Thesis - In-depth analysis and peer exchange on personal challenges encountered during the research process - Facilitation of collaborative learning processes and reciprocal academic support throughout the development of the Master's Thesis

	<u>Colloquium on Master's Thesis /SE / LV-Nr: bb.PT.6 / 4.Semester / ECTS: 2</u> - Critical reflection and scholarly discussion of research-related issues within the context of the individual Master's Thesis - In-depth analysis and peer exchange on personal challenges encountered during the research process - Facilitation of collaborative learning processes and reciprocal academic support throughout the development of the Master's Thesis - Preparation for the oral defense of the Master's Thesis, including the presentation of key content, lines of argumentation, and methodological decisions
Course contents	<u>Master's Thesis /SE / LV-Nr: bb.PT.7 / 4.Semester / ECTS: 22</u> The Master's Thesis is a scientific, application- and problem-oriented written work with a clear connection to the subject areas and specializations of the study program. The research question developed by the student is addressed independently in a scholarly manner, without external assistance, using properly cited sources and appropriate tools. This approach ensures that students are capable of addressing a problem both scientifically and in an application-oriented way. As part of the colloquium, students receive support and guidance in writing their Master's Thesis. The selection of the topic, the structuring of the work, and the planning of the schedule are to be carried out independently by the students. This process particularly involves critical engagement with potential research questions and hypotheses. Supervisors provide direction and support throughout this process. Scientific methodology and formal presentation are discussed during individual coaching sessions, along with issues related to time management.
	<u>Generative AI in SCEM (E) /SE / LV-Nr: bb.PT.8 / 4.Semester / ECTS: 2</u> - Generative AI as a toolbox for Students - Basic understanding of Generative AI like Large Language Models (also reasoning models) - Deployment of AI Agents - Perception of Gen AI contents through the lens of (pop-) culture - Ethical implications
Teaching and learning methods	<u>Business Project /PT / LV-Nr: bb.PT.1 / 2.Semester / ECTS: 4</u> project
	<u>Research Methods & Evidence-based Management /ILV / LV-Nr: bb.PT.2 / 3.Semester / ECTS: 3</u> integrated course
	<u>Thesis Preparation Seminar /ILV / LV-Nr: bb.PT.3 / 2.Semester / ECTS: 3</u> integrated course
	<u>Elective (E) /ILV / LV-Nr: bb.PT.4 / 3.Semester / ECTS: 2</u> integrated course
	<u>Colloquium on Master's Thesis /SE / LV-Nr: bb.PT.5 / 3.Semester / ECTS: 2</u> seminar
	<u>Colloquium on Master's Thesis /SE / LV-Nr: bb.PT.6 / 4.Semester / ECTS: 2</u> seminar
	<u>Master's Thesis /SE / LV-Nr: bb.PT.7 / 4.Semester / ECTS: 22</u> seminar
	<u>Generative AI in SCEM (E) /SE / LV-Nr: bb.PT.8 / 4.Semester / ECTS: 2</u> seminar
Evaluation Methods Criteria	<u>Business Project /PT / LV-Nr: bb.PT.1 / 2.Semester / ECTS: 4</u> Project
	<u>Research Methods & Evidence-based Management /ILV / LV-Nr: bb.PT.2 / 3.Semester / ECTS: 3</u> Exam
	<u>Thesis Preparation Seminar /ILV / LV-Nr: bb.PT.3 / 2.Semester / ECTS: 3</u> Portfolio exam
	<u>Elective (E) /ILV / LV-Nr: bb.PT.4 / 3.Semester / ECTS: 2</u> Portfolio exam
	<u>Colloquium on Master's Thesis /SE / LV-Nr: bb.PT.5 / 3.Semester / ECTS: 2</u> Participation
	<u>Colloquium on Master's Thesis /SE / LV-Nr: bb.PT.6 / 4.Semester / ECTS: 2</u>

	Participation
	<u>Master's Thesis /SE / LV-Nr: bb.PT.7 / 4.Semester / ECTS: 22</u>
	Master's thesis
	<u>Generative AI in SCEM (E) /SE / LV-Nr: bb.PT.8 / 4.Semester / ECTS: 2</u>
	Portfolio exam

Module number:	Optional Module Culture	Scope:	
WPK		8	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management part-time		
Position in the curriculum	2. Semester		
	3. Semester		
Level	2. Semester: first cycle, Master / 3. Semester: first cycle, Master		
Previous knowledge	2. Semester: not applicable / 3. Semester: first cycle, Master		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Audience Development & Outreach (E) (WP)* /SE / LV-Nr: bb.WPK.1 / 2.Semester / ECTS: 4</u> Benington, J., & Moore, M. (Hg.) (2011). Public Value. Theory and Practice, New York: Palgrave Macmillan. Boyd, N.M., & Martin, E.C. (2022). Sustainable Public Management, Routledge. Bryson, J.M., Crosby, B.C., & Bloomberg, L. (Hg.) (2019). Creating Public Value in Practice. Advancing the Common Good in a Multi-Sector, Shared-Power, No-One-Wholly-in-Charge-World, New York: Routledge. Hadley, S. (2021). Audience development and cultural policy, Palgrave Macmillan. Hadley, S. (ed.) (2024). A reader on audience development and cultural policy, Routledge. Kawashima, N. (2006). Audience Development and Social Inclusion in Britain. XXX Mandel 360° Tröndle, M. (2022). Non-Visitor Research. Audience Development for Arts Organisations, Wiesbaden: Springer Fachmedien.		
	<u>Digital Spaces in Culture (E) (WP)* /SE / LV-Nr: bb.WPM.2 / 3.Semester / ECTS: 4</u> Beil, B., Freyermuth, G.S., Hamm, I., & Ossa, V. (eds.) (2025). Gaming the Metaverse. Transcript. Hendriks, P., Sturm, T., Mehler, M., & Buxmann, P. (2024). The impact of artificial intelligence on the evolution of culture. ICIS 2024 Proceedings, 10, pp. 1-17. Reed, T.V. (2019). Digitized Lives. Culture, Power and Social Change in the Internet Era. 2nd edition. Routledge. Silver, Minna et al. (2018). Reviving Palmyra in Multiple Dimensions: Images, Ruins and Cultural Memory. Whittles Publishing. Stalder, F. (2016). The digital condition (translated by Valentine A. Pakis). Polity. Virtual Museums Forum (2024). Virtual Museums – A Plea: Around the Clock, around the World. De Gruyter.		
Acquisition of skills	<u>Audience Development & Outreach (E) (WP)* /SE / LV-Nr: bb.WPK.1 / 2.Semester / ECTS: 4</u> The participants: • will develop a comprehensive set of competencies essential for engaging diverse audiences in the cultural sector. • will gain a deep understanding of how to strategically expand, diversify, and sustain audience engagement in transcultural contexts - by exploring both theoretical frameworks and practical applications. • will acquire skills in audience research and segmentation, enabling them to identify and understand the needs, motivations, and behaviors of different target and dialogue groups. • will learn to design outreach strategies that foster participation and co-creation, accessibility, and long-term relationships between cultural institutions and their communities. • place emphasis on digital tools and communication channels, equipping themselves to navigate the evolving landscape of cultural offerings in the digital age. • foster critical thinking and reflective practice, evaluating the social impact of cultural initiatives and considering the ethical dimensions of audience engagement.		
	<u>Digital Spaces in Culture (E) (WP)* /SE / LV-Nr: bb.WPM.2 / 3.Semester / ECTS: 4</u> The participants: • will develop a critical and practical understanding of how digital technologies are transforming cultural landscapes. • will be able to analyze the impact of digitalization on cultural institutions, practices, and audiences, to evaluate the use of immersive technologies such as Virtual Reality (VR), Augmented Reality (AR), and to discuss the use of Artificial Intelligence (AI) in cultural contexts in a nuanced way. • will be capable of communicating complex ideas effectively in both academic and creative formats, using digital media as a means of expression and critique, and to reflect on ethical dimensions of digital spaces, including issues of accessibility, representation, data privacy, and technological bias.		
Course contents	<u>Audience Development & Outreach (E) (WP)* /SE / LV-Nr: bb.WPK.1 / 2.Semester / ECTS: 4</u>		

	In an increasingly diverse and digitally connected world, cultural institutions face both challenges and opportunities in reaching and engaging audiences. Against this background the seminar explores innovative strategies that cultural institutions carry out for building meaningful relationships with current and potential audiences and creating public value. Through a combination of theoretical insights, practical case studies and expert talks, the seminar will examine how cultural organizations expand their reach, foster DEIB, and create lasting impact within their communities. It will also be explored which societal, political, organizational and economic obstacles cultural institutions face during this process. Topics will include audience segmentation, digital engagement, innovative mediation concepts, community building strategies, accessibility and barrier reduction, public value creation and evaluation methods. Participants will gain tools to better understand audience needs and behaviors, and to design innovative outreach initiatives in the analogous and digital sphere that are both sustainable and socially relevant.
	<u>Digital Spaces in Culture (E) (WP)* /SE / LV-Nr: bb.WPM.2 / 3.Semester / ECTS: 4</u>
Course contents	The opportunities offered by widespread digitization and technological advancement play an increasingly central role in the cultural sector. Therefore, this seminar explores the evolving landscape of cultural production, dissemination, and experience in the age of digital transformation. Participants will critically examine how digitality and the processes of digitization are reshaping cultural institutions, artistic practices, and audience engagement. Main themes circle around topics like opportunities and limitations of the digitization of cultural heritage and creative content in general, the role of immersive technologies such as Virtual Reality (VR) and Augmented Reality (AR) in cultural institutions and projects and the impact of Artificial Intelligence (AI) on artistic creation, curation, and interpretation. Through theoretical frameworks, case studies, expert talks and hands-on exploration of digital tools, students will gain insight into both the possibilities and limitations of digital spaces in cultural contexts. Ethical considerations – such as accessibility, data privacy, authorship, and cultural representation – will be critically reflected upon throughout the course.
Teaching and learning methods	<u>Audience Development & Outreach (E) (WP)* /SE / LV-Nr: bb.WPK.1 / 2.Semester / ECTS: 4</u> seminar
	<u>Digital Spaces in Culture (E) (WP)* /SE / LV-Nr: bb.WPM.2 / 3.Semester / ECTS: 4</u> seminar
Evaluation Methods Criteria	<u>Audience Development & Outreach (E) (WP)* /SE / LV-Nr: bb.WPK.1 / 2.Semester / ECTS: 4</u> Portfolio exam
	<u>Digital Spaces in Culture (E) (WP)* /SE / LV-Nr: bb.WPM.2 / 3.Semester / ECTS: 4</u> Portfolio exam

Module number:	Optional Module Sports	Scope:	
WPS		8	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management part-time		
Position in the curriculum	2. Semester		
	3. Semester		
Level	2. Semester: first cycle, Master / 3. Semester: first cycle, Master		
Previous knowledge	2. Semester: not applicable / 3. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Organizational Behavior & Development in Sports Organizations (E) (WP)* /SE / LV-Nr: bb.WPS.1 / 2.Semester / ECTS: 4</u> Barnhill, C. R., Smith, N. L., & Oja, B. D. (2021). Organizational behavior in sport management: An applied approach to understanding people and groups. Palgrave Macmillan. Cummings, T. G. & Worley, C. (2019). Organization development & change. Cengage Learning. MacIntosh, E., & Burton, L. (2025). Organizational behavior in sport management. Human Kinetics. Robbins, S. P. & Judge, T. (2023). Organizational behavior. Pearson. Schein, E. H. (2016). Organizational culture and leadership. John Wiley & Sons.		
	<u>Sports & Social Development (E) (WP)* /SE / LV-Nr: bb.WPS.2 / 3.Semester / ECTS: 4</u> Graeff, B., Safarikova, S., & Sambili-Gicheha, L.C. (2024). Routledge Handbook of the Global South in Sport for Development and Peace. Routledge. Hartmann, D. & Kwauk, C. (2011). Sport and Development: An Overview, Critique, and Reconstruction. Journal of Sport and Social Issues Petry, K. & Moustakas, L. (2025). Sport for Social Cohesion. Routledge. European Journal of Sport and Society Journal of Sport for Development International Review for the Sociology of Sport International Journal of the Sociology of Leisure		
Acquisition of skills	<u>Organizational Behavior & Development in Sports Organizations (E) (WP)* /SE / LV-Nr: bb.WPS.1 / 2.Semester / ECTS: 4</u> The participants: • are able to critically examine the behavioral dynamics and development processes within sports organizations. • will be able to apply sport-specific organizational behavior concepts to real-world dynamics involving leadership, team performance, organizational culture, and workplace conflict. • know how individual, group, and organizational-level behaviors influence performance, leadership, culture, and change in sport settings. • know how to apply theories of motivation, communication, power, and conflict resolution in the context of different kinds of sport organizations (top and grassroots level, NPO and FPO). • will be able to design and evaluate organizational development interventions, diagnose challenges in complex environments.		
	<u>Sports & Social Development (E) (WP)* /SE / LV-Nr: bb.WPS.2 / 3.Semester / ECTS: 4</u> The participants: • will be able to explain and critically discuss the potential contribution – and limitations - of sport to social development, including as it relates to health, social cohesion, economic development and more. • will be able to differentiate between the potential benefits accrued from active and passive engagement with sport. • will be able to assess the necessary pre-conditions for sport and sport-based programs to achieve social outcomes as well as plan potential sport projects related to social development.		

Course contents	<u>Organizational Behavior & Development in Sports Organizations (E) (WP)* /SE / LV-Nr: bb.WPS.1 / 2.Semester / ECTS: 4</u> This course addresses the behavioral foundations and development strategies in sport organizations through both individual and organizational lenses, with a particular focus on how behavior impacts leadership, performance, inclusion, and change. It introduces key concepts in individual behavior, including motivation theories, and examines group dynamics and team leadership, and organizational-level behavior, including leadership theories and political behavior within sport organizations. An additional focus is placed on organizational culture, organizational development frameworks, change management theories, resistance to change, and communication strategies during transformation processes. Contemporary issues and the impact of globalization on organizational behavior in sport are also critically discussed. Case studies are used to integrate theory with practice.
	<u>Sports & Social Development (E) (WP)* /SE / LV-Nr: bb.WPS.2 / 3.Semester / ECTS: 4</u> Key concepts underpinning sport and social development are presented and critically discussed. The potential social outcomes of sport will be presented, and the conditions for positive outcomes discussed. The different forms of sport-based social initiative will be presented, and concrete steps in their planning and delivery will be outlined.
Teaching and learning methods	<u>Organizational Behavior & Development in Sports Organizations (E) (WP)* /SE / LV-Nr: bb.WPS.1 / 2.Semester / ECTS: 4</u> seminar
	<u>Sports & Social Development (E) (WP)* /SE / LV-Nr: bb.WPS.2 / 3.Semester / ECTS: 4</u> seminar
Evaluation Methods Criteria	<u>Organizational Behavior & Development in Sports Organizations (E) (WP)* /SE / LV-Nr: bb.WPS.1 / 2.Semester / ECTS: 4</u> Portfolio exam
	<u>Sports & Social Development (E) (WP)* /SE / LV-Nr: bb.WPS.2 / 3.Semester / ECTS: 4</u> Portfolio

Module number:	Optional Module Event	Scope:	
WPV		8	ECTS
Degree program	University of Applied Sciences Master's Program Sports, Culture & Event Management part-time		
Position in the curriculum	2. Semester		
	3. Semester		
Level	2. Semester: first cycle, Master / 3. Semester: first cycle, Master		
Previous knowledge	2. Semester: not applicable / 3. Semester: not applicable		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Venue Management (E) (WP)* /SE / LV-Nr: bb.WPV.1 / 2.Semester / ECTS: 4</u> Atkin, B. (2015). Total Facility Management. 4th ed. New Jersey (USA), Wiley-Blackwell; Berners, P. (2018). The Practical Guide to Managing Event Venues. London, Routledge Mahoney, K. (2015). Public Assembly Venue Management: Sports, Entertainment, Meeting, and Convention Venues. Dallas (USA), Brown Books Nolan, E. (2017). Working with venues for Events: A Practical Guide Hardcover. London, Francis and Taylor. Roper, K. and Payant, R. (2014). The Facility Management Handbook. 4th ed. USA; AMACOM.		
	<u>Managing the Event Workforce (E) (WP)* /SE / LV-Nr: bb.WPV.2 / 3.Semester / ECTS: 4</u> Benson, A. (2019). International Sports Volunteering. London: Routledge. Smith, K., Lockstone-Binney, L. Holmes, K and Baum, T. (2017). Event Volunteering: International Perspectives on the Event Volunteering Experience. London, Routledge. Van der Wagen, L. (2014). Human Resource Management for Events. 2nd edition. London, Routledge		
Acquisition of skills	<u>Venue Management (E) (WP)* /SE / LV-Nr: bb.WPV.1 / 2.Semester / ECTS: 4</u> The participants: • are able to analyze and evaluate the need for the construction of new infrastructures as well as the renovation of existing facilities. • can identify the relevant stakeholders for infrastructure planning, including authorities, clients, investors, future operators, and the local population. • learn to develop and present efficient marketing strategies. • are able to economically manage event facilities. • can classify the lifecycle of infrastructures. • learn to adapt established ways of thinking and acting flexibly to new and changing situations. • are able to identify and assess the opportunities and risks of implementation. • develop negotiation skills.		
	<u>Managing the Event Workforce (E) (WP)* /SE / LV-Nr: bb.WPV.2 / 3.Semester / ECTS: 4</u> The participants: • will be able to evaluate the nature, structure and processes of the managing people in the context of events. • will be able to critically examine moral, ethical and legal issues in the event workplace. • will be able to critically discuss best practice in human resource management in the global events industry. • will be able to understand the complexity of event volunteer management. • will be able to develop and articulate reasoned arguments based on information.		
Course contents	<u>Venue Management (E) (WP)* /SE / LV-Nr: bb.WPV.1 / 2.Semester / ECTS: 4</u> - 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 of 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 marketplace - 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 (e.g. garden shows, waterfront development)		

	<u>Managing the Event Workforce (E) (WP)* /SE / LV-Nr: bb.WPV.2 / 3.Semester / ECTS: 4</u> - Introduction to human resource management in an event setting, e.g. the 'pulsating organization' - Recruitment, selection, training and development of the event workforce - Motivation and retention of the event volunteers - Aesthetic and emotional labor in the event industry - Moral, ethical and legal aspects of human resource management in an event setting incl. e.g. working conditions of the event workforce
Teaching and learning methods	<u>Venue Management (E) (WP)* /SE / LV-Nr: bb.WPV.1 / 2.Semester / ECTS: 4</u> seminar
	<u>Managing the Event Workforce (E) (WP)* /SE / LV-Nr: bb.WPV.2 / 3.Semester / ECTS: 4</u> seminar
Evaluation Methods Criteria	<u>Venue Management (E) (WP)* /SE / LV-Nr: bb.WPV.1 / 2.Semester / ECTS: 4</u> Exam
	<u>Managing the Event Workforce (E) (WP)* /SE / LV-Nr: bb.WPV.2 / 3.Semester / ECTS: 4</u> Exam

3 ADMISSION REQUIREMENTS

The general admission requirements are governed by § 4 FHG as amended; accordingly, the academic prerequisite for admission to a university of applied sciences master's program is a completed, subject-relevant bachelor's degree from a university of applied sciences or the completion of an equivalent program comprising at least 180 ECTS credits at a recognized domestic or foreign postsecondary educational institution.

1. For the purposes of this application, relevant fields of study are considered to be bachelor's degree programs or equivalent postsecondary educational qualifications in the social and economic sciences (based on ISCED 2013, Fields of Education and Training 03/04) that cover the core subject areas of marketing, communication, management, and business administration (based on ISCED 2013, Fields of Education and Training 031/032/041), covering a total of at least 30 ECTS credits.
2. In its program architecture, Kufstein University of Applied Sciences in Tyrol provides for the integration of bachelor's and master's programs in accordance with the Bologna Process: Upon successful completion of a bachelor's degree, graduates have several options for pursuing a master's degree both at and outside of Kufstein University of Applied Sciences in Tyrol. For this Master's program, graduates of the following degree programs at Kufstein University of Applied Sciences in Tyrol (regardless of the program's organizational structure) would be eligible for admission based on the aforementioned academic background:
 - Marketing & Communication Management
 - International Business Management
 - Sports, Culture & Event Management
 - Leadership & Business Management
 - Business Psychology & Management
 - Facility Management & Real Estate Management
3. The languages of instruction and examination at Kufstein University of Applied Sciences in Tyrol are German and English across all degree programs. Therefore, students from non-German-speaking countries must provide proof of proficiency in German.
4. The full-time program is taught 100% in English and requires a proven language proficiency of at least B2.
5. Verification of compliance with the admission requirements is the responsibility of the program director of the Master's program in Sports, Culture, and Event Management.