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Module Catalog

Master's program (M.A.)
Communication Management

Content

List of Abbreviations	3
I. Competence Modules	4
1.1 Skills and Methods	4
2.1 Statistics	6
3.1 Communicative Competence	7
4.1 Master's Seminar	8
II. Foundation Modules	9
1.2 Communication Theory	9
1.3 Applied Communication	11
1.4 Media System	12
1.5 Marketing and Management	14
III. Fields of specialization for modules 2.2, 2.3, 3.2 and 3.3	16
Specialization I: Communication Theory	17
Specialization II: Applied Communications	19
Specialization III: Media System	21
Specialization IV: Marketing and Management	23
IV. Research or Practical Project	26
2.4 / 3.4 Research or Practical Project I-II	26
4.2 Master's Thesis and Defense	28

List of Abbreviations

General abbreviations:

SWS	Contact hours (45 min. each) per week
CP	Credit points according to the European Credit Transfer System (ECTS)

Course type:

V	Lecture
Ü	Exercise course
S	Seminar
P	Project
B	Supervision

Forms of examination:

KL	Written exam with duration: KL90 = 90 min.
MP	Oral examination
EP	Electronic exam with duration: EP90 = 90 min.
SB	Portfolio (collection of lecture notes and assignments)
PA	Project work
HA	Term paper
RE	Paper and presentation

I. Competence Modules

1.1 Skills and Methods

No: 1.1	Mandatory module: Skills and Methods	Language: German		Credit points: 6	
		Frequency: Each fall term		Term: 1	
	Prerequisites for participation: none	Workload: 180 h		Form of examination: Term paper (HA) / Portfolio (SB)	
Contact hours: 60 h		Self-study hours: 120 h			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
Skills and Methods		Prof. Dr. habil. Harald Rau		Seminar (S)	4
This module is used for the following degree programs: KM					
<p>Contents</p> <ul style="list-style-type: none"> - Deepening students' knowledge on scientific work - Safe literature research and plagiarism avoidance - Project management with focus on study-related projects - Methods for self-organized learning - Constructivist learning theory - Writing personal curricula - Competence orientation in science - Selection of social science methods related to qualitative and quantitative approaches - Planning, implementation and documentation of research projects <p>Part of this module is the preparation for decisions on specializations and the choice of the corresponding specializations 1 to 4, as well as the corresponding parallel preparation for the design of research and/or practical projects. Within the framework of the module, the specializations are presented, and the selection of the specializations as well as the preparation of the project outlines are supervised.</p>					
<p>Learning objectives and competencies to be imparted</p> <p>The course imparts in-depth knowledge of the scientific work process and self-organization. After the course, students can reflect on their own work processes,</p> <ul style="list-style-type: none"> - apply procedures to optimize the writing process, structure and confidently defend their scientific approach, - they make sound decisions about specializations, - they reflectively design one or more projects that they want to work on in the further course of their studies in such a way that they do not regret their choices and decisions, - they are able to accompany, assess and evaluate others with regard to their scientific or practical project work and they are able to draw conclusions about their own working ability; - they transfer the knowledge about constructivist didactics, self-organized learning to their own work processes, are able to write their personal content-related study curriculum and confidently assess the performance of themselves and other course participants. - they identify inductive and deductive procedures in and for working with methods in the social sciences, can reproduce, present and discuss relevant methods, - they are confident in the selection of methods for research projects and can formulate research questions, central theses in such a way that they can confidently choose appropriate methods. 					
<p>Literature and teaching aids</p> <p>Averbeck-Lietz, Stefanie; Meyen, Michael (eds.) (2016): Handbuch nicht standardisierte Methoden in der Kommunikationswissenschaft. 1st edition, 2016 Wiesbaden: Springer VS.</p>					

Eco, Umberto; Schick, Walter (2010): Wie man eine wissenschaftliche Abschlußarbeit schreibt. Doktor-, Diplom- und Magisterarbeit in den Geistes- und Sozialwissenschaften. 13th, unmodified. edition of the German version. Wien: Facultas Univ.-Verl.

Früh, Werner (2017): Inhaltsanalyse. Theorie und Praxis. 9th, revised edition. Konstanz, München: UVK Verlagsgesellschaft mbH; UVK/Lucius (UTB).

Herold, Cindy; Herold, Martin (2017): Selbstorganisiertes Lernen in Schule und Beruf. Gestaltung wirksamer und nachhaltiger Lernumgebungen. Mit Online-Materialien. 3rd, updated and expanded edition. Weinheim: Beltz.

Lamnek, Siegfried; Krell, Claudia (2016): Qualitative Sozialforschung. Mit Online-Materialien. 6th, completely revised ed. Weinheim: Beltz.

Rau, Harald (2016): Der "Writing Code". Bessere Abschlussarbeiten in kürzerer Zeit. 1st ed. Baden-Baden: Nomos (UTB).

Schnell, Rainer; Hill, Paul B.; Esser, Elke (2018): Methoden der empirischen Sozialforschung, 11th revised edition. Berlin: De Gruyter Oldenbourg.

2.1 Statistics

No: 2.1	Mandatory module: Statistics	Language: German		Credit points: 6	
		Frequency: Each spring term		Term: 2	
	Prerequisites for participation: none	Workload: 180 h		Form of examination: Written exam (KL90) / Electronic exam (EP90)	
Contact hours: 56 h		Self-study hours: 124 h			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
Statistics and Applications		TBD		Lecture (V) and exercise course (Ü)	4
This module is used for the following degree programs: KM					
Contents					
<ul style="list-style-type: none"> - Deepening of descriptive statistics - Introduction to conclusive statistics - Introduction to multivariate statistics - Application of statistical knowledge in programs (Excel, SPSS) 					
Learning objectives and competencies to be imparted					
<p>The course enables students to assess the possible applications of empirical methods in communication research, to develop an awareness of the problems involved in their application, and to master the practical handling of primary and secondary data. Upon completion, students possess</p> <ul style="list-style-type: none"> - comprehensive action-oriented knowledge of the procedures for analyzing empirical data and are able to apply them to new problems, - they can apply basic data exploration and interpretation strategies to primary and secondary data, - they know the potential of "Big Data" and machine learning in the context of research projects, - they have the ability to analyze, abstract, structure and visualize complex tasks with the help of statistical analysis methods, - and they can reproduce, apply and discuss quality criteria of statistical methods. 					
Literature and teaching aids					
<p>Backhaus, Klaus; Erichson, Bernd; Plinke, Wulff; Weiber, Rolf (2018): Multivariate Analysemethoden. Eine anwendungsorientierte Einführung. 15th, fully revised edition. Berlin: Springer Gabler</p> <p>Baur, Nina; Blasius, Jörg (eds.) (2014): Handbuch Methoden der empirischen Sozialforschung. Springer VS. Wiesbaden: Springer VS.</p> <p>Brosius, Hans-Bernd; Haas, Alexander; Koschel, Friederike (2016): Methoden der empirischen Kommunikationsforschung. Eine Einführung. 7th, revised and updated ed. Wiesbaden: VS Verlag für Sozialwissenschaften.</p> <p>Schnell, Rainer; Hill, Paul B.; Esser, Elke (2018): Methoden der empirischen Sozialforschung, 11th revised edition. Berlin: De Gruyter Oldenbourg.</p>					

3.1 Communicative Competence

No: 3.1	Mandatory module: Communicative Competence	Language: German		Credit points: 6	
		Frequency: Each fall term		Term: 3	
	Prerequisites for participation: none	Workload: 180 h		Form of examination: Portfolio (SB)	
Contact hours: 60 h		Self-study hours: 120 h			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
Communicative Competence		Prof. Dr. habil. Harald Rau		Seminar (S)	4
This module is used for the following degree programs: KM					
<p>Contents</p> <p>The seminar offers concrete practical exercises on modern rhetoric in addition to a critical-theoretical examination. This involves working with students specifically on the issues and effects of strategically motivated communication, particularly the interview technique. The content includes aspects of classical and modern rhetoric as well as the persuasiveness of all rhetoric and thus also a "rhetoric-criticism" that has been immanent in the system over the centuries.</p> <ul style="list-style-type: none"> - Negotiation and interview techniques, sales techniques - Typologies of communication psychology - Rhetoric in personal and media-mediated communication situations - Team action, group work - Project Management and structuring of projects - Transactional analysis of conversation 					
<p>Learning objectives and competencies to be imparted</p> <p>Students improve their practical skills of strategic communication and recognize rhetoric as a persuasive method in the accompanying exercises. In particular, the discourse on psychological aspects and findings leads students to a broader understanding and lets them develop the ability to work with problem-based, practice-oriented communication strategies.</p> <p>After attending the course, students will be able to reproduce different approaches to classical rhetoric as well as well-known negotiation stratagems and apply them in practical communication situations.</p> <ul style="list-style-type: none"> - They know different personality typologies and can use them to plan team projects, they name the typologies and describe them in terms of content. On this basis, they assemble teams and regularly assess the success in group processes; - they are confident in using voice and language, are prepared for research-related interview situations and are aware of the limitations of different types of interviews - and they are able to recognize persuasive communication in private and professional environments and have the competence to react adequately. 					
<p>Literature and teaching aids</p> <p>Hetzel, Andreas (2010): Die Wirksamkeit der Rede: Zur Aktualität klassischer Rhetorik für die moderne Sprachphilosophie. Bielefeld: Transcript</p> <p>Lee, Seon-Young; Min, Jiyeon (2016): The Profiles of Creative Potential and Personality Characteristics of Adult Professionals. In: Creativity Research Journal 28 (3), pp. 298–309. DOI: 10.1080/10400419.2016.1195634.</p> <p>Ueding, Gert (2009): Moderne Rhetorik. Von der Aufklärung bis zur Gegenwart. 2nd edition, Munich. Beck.</p>					

4.1 Master's Seminar

No: 4.1	Mandatory module: Master's Seminar	Language: German		Credit points: 6	
		Frequency: Each spring term		Term: 4	
	Prerequisites for participation: none	Workload: 180 h		Form of examination: Paper and presentation (RE) Portfolio (SB)	
Contact hours: 56 h		Self-study hours: 124 h			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
Master's Seminar		Prof. Dr. habil. Harald Rau		Seminar (S)	4
This module is used for the following degree programs: KM					
<p>Contents</p> <p>The course accompanies the work on the individual master's thesis. It enables students to work with research questions, concrete possibilities for the formation of hypotheses are developed from the canon of the subject, in terms of content it supports the professional choice of topics and the structuring of the material, it helps to set the individual topic of the master's thesis not too broad and not too narrow. Research techniques for compiling sources are deepened, and work with databases is significantly expanded compared to undergraduate courses. Students practice elaborate reading techniques (including spot-reading) and dealing with large amounts of text, analyze the graphical preparation and presentation of empirically obtained primary data, examine their ability to formulate in direct and indirect speech, and engage in text analysis exercises.</p> <p>In particular, students are guided to select appropriate research methodology and guided in the choice of methods, they also learn how to deal with their own limitations and desire for perfectionism, and train working techniques on how to maintain their own performance. Exercises on attention enhancement, self-organization and in-depth project planning are also part of the course.</p>					
<p>Learning objectives and competencies to be imparted</p> <p>The master's seminar serves to expand the students' knowledge in dealing with scientific work routines.</p> <p>The master's thesis presents students with the challenge of applying (social) scientific methods and working methods in a goal-oriented manner within a given time frame. The master's seminar provides them with sustained support on their way to working confidently with research questions and hypotheses. In particular, after successful completion, students will be able to select and apply the "ideal" set of methodologies for their chosen problem. In this way, they are also supported in their claim to generate valuable results as part of the research process that is the development of a master's thesis.</p> <p>In the process, students delve into current issues of communication and media research and deal with the scientific-theoretical framework of a thesis. The goal is a differentiated examination of theories, research methodology, and the boundary conditions of research, manifested by the guiding questions of adequacy and the possibility of alternatives. This enables students to take a critical stance on the theories and methodologies used, which not least improves the quality of their own scientific work.</p>					
<p>Literature and teaching aids</p> <p>References to literature will be given in the courses.</p>					

II. Foundation Modules

1.2 Communication Theory

No: 1.2	Mandatory module: Communication Theory	Language: German		Credit points: 6	
		Frequency: Each fall term		Term: 1	
	Prerequisites for participation: none	Workload: 180 h		Form of examination: Written exam (KL90) / term paper (HA) / portfolio (SB)	
Contact hours: 60 h		Self-study hours: 120 h			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
Communication Theory		Prof. Dr. Denise Sommer		Lecture (V)	2
				Seminar (S)	2
This module is used for the following degree programs: KM					
<p>Contents</p> <p>Taking into account the necessary intra- and transdisciplinary interrelations, the module provides an overview of relevant communication theories as well as their modern developments. It deals with the theories of communication science, strategic communication, journalism, PR and advertising as well as - owing to the practical orientation of the degree program - the theories of consulting. In addition to relevant communication theories, concepts of communication and research methods are taught and critically discussed using current studies as examples.</p>					
<p>Learning objectives and competencies to be imparted</p> <p>After completing the basic module "Communication Theory", students will be able to</p> <ul style="list-style-type: none"> - provide an overview of theories of communication, taking into account the necessary intra- and transdisciplinary linkages, discuss them, and apply them to practice- and or research-oriented communication projects, - systematically elaborate and present theoretical content, - argue on the basis of scientifically proven information 					
<p>Literature and teaching aids</p> <p>Specific literature references and working materials will be announced at the beginning of the course.</p> <p>Averbeck-Lietz, Stefanie (2015): Soziologie der Kommunikation. Die Mediatisierung der Gesellschaft und die Theoriebildung der Klassiker. Berlin: DeGruyter Oldenbourg.</p> <p>Burkart, Roland; Hömberg, Walter (2015): Kommunikationstheorien. Ein Textbuch zur Einführung. 8th, revised and updated ed. Vienna: new acad. press.</p> <p>Pürer, Heinz; Springer, Nina; Eichhorn, Wolfgang (2015): Grundbegriffe der Kommunikationswissenschaft. 1st edition, Stuttgart: UTB GmbH; UVK.</p> <p>Rau, Harald (2013): Einladung zur Kommunikationswissenschaft. 1st ed. Baden-Baden: Nomos (UTB).</p>					

Schützeichel, Rainer (2015): Soziologische Kommunikationstheorien. 2nd, rev. ed. Constance: UVK-Verl.-Ges (UTB, 2623).

1.3 Applied Communication

No: 1.3	Mandatory module: Applied Communication	Language: German		Credit points: 6	
		Frequency: Each fall term		Term: 1	
	Prerequisites for participation: none	Workload: 180 h		Form of examination: Portfolio (SB) / Project work (PA)	
Contact hours: 60 h		Self-study hours: 120 h			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
Applied Communication		Prof. Dr. Marc-Christian Ollrog Prof. Andreas Kölmel Prof. Dr. Harald Rau Prof. (TBD) PR		Seminar (S)	4
This module is used for the following degree programs: KM					
Contents					
<ul style="list-style-type: none"> - Implementation of audio, film, online projects - "Content Marketing" and storytelling - Forms of presentation in journalism and strategic communication - Applied public relations 					
Learning objectives and competencies to be imparted					
<p>Upon completion of the module, students will be able to</p> <ul style="list-style-type: none"> - conceptualize, implement, and evaluate audio, film, and online projects with journalistic standards in mind, - name instruments of communication practice and apply them to communicative problems, - assess the quality of media and communication offerings, - and operate media technology such as camera and sound recording equipment safely. 					
Literature and teaching aids					
Specific literature references and working materials will be announced in the course.					

1.4 Media System

No: 1.4	Mandatory module: Media System	Language: German		Credit points: 6	
		Frequency: Each fall term		Term: 1	
	Prerequisites for participation: none	Workload: 180 h		Form of examination: Portfolio (SB) / Written exam (KL90)	
Contact hours: 60 h		Self-study hours: 120 h			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
Media System		Prof. Dr. habil. Harald Rau		Seminar (S)	4
This module is used for the following degree programs: KM					
<p>Contents</p> <ul style="list-style-type: none"> - Private and public media, in particular the dual broadcasting system and the associated basic supply in Germany and concrete assessments of the future viability of the German media system - Media systems in international comparison - Dual economy of the media, the logic of two-sided markets - Economics of journalism - Meritocracy in a system of media goods - Social standards in media production - Quality assessment Total Quality Management - Regulation as state intervention in media markets - Media policy in Europe and the subsidiarity principle in media policy decision-making 					
<p>Learning objectives and competencies to be imparted</p> <p>The module serves to harmonize the fundamentals and brings together in depth media economic and media political issues with social relevance, relating them to each other. It is designed as a seminar and offers students a refresher and in-depth study of essential structural features of German and international media systems. Students will be able to present the German media system with confidence, describe its institutions, identify aspects of the future that are worthy of discussion, they will be able to present all important lines of connection, they will be able to draw comparisons between the German and international media systems and locate them in the sense of Hallin and Mancini. They are familiar with the concept of state, liberal and civic forms of organization and categorize existing media without error; they can abstract from this and justify and criticize media offerings that are relevant to the mass and social media; they also succeed in doing this in relation to current as well as past media policy decisions. They can assess the quality of media offerings with a differentiating eye, they can set standards in this regard in order to measure, validate and compare market offerings against them, they are familiar with the concept of meritocracy, they can interpret it and apply it to different social realities.</p>					
<p>Literature and teaching aids</p> <p>Further literature and working materials will be announced at the beginning of the course.</p> <p>Altmeppen, Klaus-Dieter; Karmasin, Matthias (2003): Medienökonomie als transdisziplinäres Lehr- und Forschungsprogramm. In: Klaus-Dieter Altmeppen and Matthias Karmasin (eds.): Grundlagen der Medienökonomie. 1st Kommunikations- und Medienwissenschaft, Wirtschaftswissenschaft. 1st edition, Wiesbaden: VS Verlag für Sozialwissenschaften, pp. 19-51.</p> <p>Beck, Klaus (2018): Das Mediensystem Deutschlands. Strukturen, Märkte, Regulierung. 2nd, revised and updated edition. Wiesbaden: Springer VS.</p>					

- Doyle, Gillian (2013): Understanding media economics. 2nd ed. Los Angeles, CA: SAGE Publications Ltd.
- Hallin, Daniel C.; Mancini, Paolo (2004): Comparing media systems. Three models of media and politics. Cambridge, New York: Cambridge University Press.
- Hasebrink, Uwe; Schröder, Hermann-Dieter; Stark, Birgit; Müller, Norman (2008): Elektronische Programmführung im digitalen Fernsehen. Nutzerstudie und Marktanalyse. Berlin: Vistas.
- Heinrich, Jürgen (2010): Volume 1: Mediensystem, Zeitung, Zeitschrift, Anzeigenblatt. 3rd edition, Wiesbaden: VS Verlag für Sozialwissenschaften.
- Kiefer, Marie Luise (2005): Medienökonomik. Einführung in eine ökonomische Theorie der Medien. 2nd, fully rev. ed. edition, Munich. Oldenbourg
- Kiefer, Marie Luise; Steininger, Christian (2014): Medienökonomik. 3rd, updated and expanded ed. Munich: Oldenbourg.
- Krone, Jan; Gebesmair, Andreas (eds.) (2019): Zur Ökonomie gemeinwohlorientierter Medien. Massenkommunikation in Deutschland, Österreich und der Schweiz. Baden-Baden: Nomos.
- Krone, Jan; Pellegrini, Tassilo (eds.) (2018): Handbuch Medienökonomie. Springer Fachmedien Wiesbaden GmbH. Wiesbaden: Springer Fachmedien Wiesbaden GmbH.
- Puppis, Manuel (2010): Einführung in die Medienpolitik. 2nd edition, Stuttgart: UTB GmbH; UVK.
- Rau, Harald (2007): Qualität in einer Ökonomie der Publizistik. Betriebswirtschaftliche Lösungen für die Redaktion. 1st edition, Wiesbaden: Springer VS.
- Rau, Harald (2014): Digitale Dämmerung. Die Entmaterialisierung der Medienwirtschaft. 1st ed. Baden-Baden: Nomos.
- Seufert, Wolfgang; Gundlach, Hardy (2017): Medienregulierung in Deutschland. Ziele, Konzepte, Maßnahmen: Handbuch für Wissenschaft und Studium. 2nd, updated edition. Baden-Baden: Nomos.

1.5 Marketing and Management

No: 1.5	Mandatory module: Marketing and Management	Language: German		Credit points: 6	
		Frequency: Each fall term		Term: 1	
	Prerequisites for participation: none	Workload: 180 h		Form of examination: Written exam (KL90) / term paper and presentation (HA+RE)	
Contact hours: 60 h		Self-study hours: 120 h			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
Marketing		Prof. Dr. Boris Blechschmidt		Lecture (V)	2
Management		Prof. Dr. Axel Lippold		Lecture (V)	2
This module is used for the following degree programs: KM					
Contents					
<u>Management</u>					
<ul style="list-style-type: none"> - Basic economic knowledge - Fundamentals of management theory (planning, organization, personnel management, leadership/leadership and control) - Organizational and economic theories - Stakeholder management - Leadership approaches and personnel management - Corporate culture and leadership styles 					
<u>Marketing</u>					
<ul style="list-style-type: none"> - Basics of marketing management process (repetition and consolidation) - Operational marketing concepts such as the 4 (7) P's (repetition and consolidation) - Fundamentals of digital marketing (repetition and consolidation) - Buyer behavior - Analytical methods of target group definition and segmentation - Brand building and management - Communication planning, CRM and customer lifetime value approaches - Marketing control and research 					
Learning objectives and competencies to be imparted					
<u>Management</u>					
After completion of the course "Management", students can					
<ul style="list-style-type: none"> - explain and reflect on the basics of management theory as well as central concepts of organizational theory and business administration, - apply relevant business theories, research questions, methods, and concepts to communication management problems, - understand the mindset and language of management and apply them to the field of communication, - define management as a leadership task, evaluate leadership approaches, and use competency management methods to select and manage personnel, - discuss current management challenges due to changes such as the digitalization of work. 					
<u>Marketing</u>					
Students are taught the fundamentals of strategic marketing with regard to leading marketing management concepts and methods as well as the basics of operational and digital marketing. They learn about buyer					

behavior approaches. Students will be able to design marketing strategies with a focus on optimizing customer value. In addition, they can translate the strategic concepts into concrete and implementable measures and are able to evaluate the measures.

Literature and teaching aids

Further literature and working materials will be announced at the beginning of the course.

Management

Berndt, Ralph (2010): Erfolgreiches Management: Herausforderungen an das Management, Wiesbaden: Gabler

Doppler, Klaus; Lauterburg, Christoph (2008): Change Management: Den Unternehmenswandel gestalten. Frankfurt/Main: Campus

Schreyögg, G. / Koch, J. (2014): Grundlagen des Managements: Basiswissen für Studium und Praxis, 3rd edition, Wiesbaden: Gabler

Steinmann, H. / Schreyögg, G./ Koch, J. (2013): Grundlagen der Unternehmensführung Konzepte - Funktionen – Fallstudien, 7th edition, Wiesbaden: Gabler

Thommen (2012): Allgemeine Betriebswirtschaftslehre: Umfassende Einführung aus managementorientierter Sicht, Wiesbaden: Gabler

Marketing

Bruhn, M. (2019): Marketing: Grundlagen für Studium und Praxis, 14th ed. Wiesbaden: Springer Gabler

Homburg, C. (2016): Grundlagen des Marketingmanagements: Einführung in Strategie, Instrumente, Umsetzung und Unternehmensführung, 5th ed. Wiesbaden: Springer Gabler

Kollmann, T. (2020): Digital Marketing: Grundlagen der der Absatzpolitik in der Digitalen Wirtschaft, 3rd edition, Stuttgart: Kohlhammer

Meffert, H.; Burmann, C.; Kirchgeorg, M., Eisenbeiss, M. (2019): Marketing: Grundlagen marktorientierter Unternehmensführung Konzepte - Instrumente - Praxisbeispiele, 13th ed. Wiesbaden: Springer Fachmedien.

Walsh, G.; Deseniss, A.; Kilian, T. (2019): Marketing – Eine Einführung auf der Grundlage von Case Studies, 3rd ed. Wiesbaden: Springer Gabler

III. Fields of specialization for modules 2.2, 2.3, 3.2 and 3.3

Students choose a total of four modules from four different specialization fields at the end of the first semester, with two specialization modules in each of the following two semesters.

In each semester, one course is offered for each of the four areas of specialization: communication theory, applied communications, media system, and marketing/management (two of which must be selected).

Students are free to focus on specific specializations in their choice or to choose from all specializations.

Example of a more research-oriented line: In semester 2 the specializations Communication Theory and Media System are chosen, in semester 3 as well.

Example of a more applied line: In semester 2, Applied Communication and Marketing/Management are taken, which is repeated in semester 3.

Example of the broadest possible choice: In semester 2 Communication Theory and Applied Communication are taken, in semester 3 Media System and Marketing/Management.

All choices are made by the students at the end of the first semester to establish planning security. The main rule: Two specializations must be taken per term. In both terms 2 and 3, courses in all four areas of specialization are offered. The specific topics of the courses change each semester, as can be seen on the following pages.

Specialization I: Communication Theory

No:	Mandatory module: Specialization I	Language: German		Credit points: 6 per specialization module	
		Frequency: Each summer and winter term		Term: 2	
	Prerequisites for participation: none	Workload: 180 h per specialization module		Form of examination: Term paper (HA) and paper and presentation (RE)	
Contact hours: 28/30 h per specialization module		Self-study hours: 152/150 h per specialization module			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
The examination board determines the specialization modules (6 CP each) at the beginning of the term.		Prof. Dr. (TBD) PR Prof. Dr. Boris Blechschmidt Prof. Dr. Axel Lippold Prof. Dr. habil. Harald Rau Prof. Dr. Michael Vorfeld Prof. Andreas Kölmel Prof. Dr. Marc-Christian Ollrog Prof. Dr. Denise Sommer		Seminar (S)	2 per specialization module
This module is used for the following degree programs: KM					
Exemplary courses					
<ul style="list-style-type: none"> - Sociology and theory of society - Current issues in communication science - Behavioral economics and media psychology - Organization theory 					
Contents of the courses					
Courses in the specialization area "Communication Theory" build on and deepen the content of the associated basic module. Listed by way of example are:					
<u>Sociology and theory of society</u>					
<ul style="list-style-type: none"> - Introduction to sociology and social theory - Philosophy of science of sociology and social theory - Contemporary examples of sociological and social theoretical research 					
<u>Current issues in communication science</u>					
Methods, models and concepts of communication studies as well as essential questions of the different research traditions and fields determine the content of the course, with a concrete focus on well-known concepts, including, for example, the silence spiral, agenda setting, the uses-and-gratification approach or the gatekeeper approach.					
Learning objectives and competencies to be imparted					
<u>Sociology and theory of society</u>					
The course is designed to provide an in-depth understanding of sociology and social theory. Students examine the history of the development of the major action-theoretical, structural-theoretical, sociological-of-knowledge, and critical-theoretical models in sociology and social theory in order to identify and assess the scientific strengths and weaknesses of these models. Selected empirical research within the framework of contemporary					

sociology and social theory is used to provide an in-depth understanding of the empirical application of these models. Students are enabled to deal with the scientific-theoretical status of the different models and to take their own scientific position and justify it.

Current issues in communication science

Students broaden and deepen the basis of communication science; they learn to understand and apply methods and models of communication science, they deal with the essential questions of communicator, media content, audience and media effects research and can describe important concepts themselves. Teaching will focus on the examination of current, empirically based studies in communication sciences, the content of which students will be able to analyze and evaluate.

Literature and teaching aids

Since the working materials and literature references are strongly oriented towards the respective course offered, an overview is not provided here. In the coming semesters, the materials used will be collected and submitted as part of the following round of reaccreditation.

Specialization II: Applied Communications

No:	Mandatory module: Specialization II: Applied Communications	Language: German		Credit points: 6 per specialization module	
		Frequency: Each summer and winter term		Term: 2	
	Prerequisites for participation: none	Workload: 180 h per specialization module		Form of examination: Term paper (HA) and paper and presentation (RE)	
Contact hours: 28/30 h per specialization module		Self-study hours: 152/150 h per specialization module			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
The examination board determines the specialization modules (6 CP each) at the beginning of the term.		Prof. Dr. (TBD) PR Prof. Dr. Boris Blechschmidt Prof. Dr. Axel Lippold Prof. Dr. habil. Harald Rau Prof. Dr. Michael Vorfeld Prof. Andreas Kölmel Prof. Dr. Marc-Christian Ollrog Prof. Dr. Denise Sommer		Seminar (S)	2 per specialization module
This module is used for the following degree programs: KM					
Exemplary courses					
<ul style="list-style-type: none"> - Media work: communication professions in practice - Editorial routines, newsroom management and marketing - Management tasks in newsrooms - Presentation forms and content marketing - Storytelling for journalistic and strategic communication - Interview technology for print, audio, moving image 					
Contents of the courses					
Courses in the specialization area "Applied Communications" build on and deepen the content of the associated basic module. Listed by way of example are:					
<p>Media work: communication professions in practice In the course Media Work, the reality of the communication professions is shown, if possible with the involvement of professional practitioners - hypotheses are developed specifically with a view to the examples and questions are formulated which integrate future working methods and question current tasks. The routines of journalistic work and thus concrete editorial quality management and its tools are thus just as much at the center as an overarching approach to setting the framework, taking into account meritocratic aspects of goods.</p>					
<p>Editorial routines, newsroom management and marketing Forms of editorial statement production in journalism from the point of view of current developments in the media markets; departmental and newsroom organization as well as the historical dependence of modes of presentation and reception routines. The focus of the project work is on key topics which, for example, embed economic action on the media markets in an attention-economic context. In particular, strategies are developed for designing new journalistic concepts and offerings.</p>					

Learning objectives and competencies to be imparted**Media work: communication professions in practice**

Participants will learn to explore current and future issues, such as structural and individual influences on practice, as well as typical areas of conflict and ethical dilemmas in communication-related work environments. After attending the lecture, they will be able to formulate current and future-oriented questions concerning the practice of the communication professions and identify possible solutions.

Editorial routines, newsroom management and marketing

The seminar enables the participants to assess the production conditions as well as the quality of editorial bound statement production in the journalistic system, they can embed action routines such as research and processing into efficient processes and carry them out in a goal-oriented manner. After successful attendance, students will have acquired competencies in the following areas: efficiency-oriented editorial and departmental management, strategic and market-oriented conception of journalistic offerings.

Literature and teaching aids

Since the working materials and literature references are strongly oriented towards the respective course offered, an overview is not provided here. In the coming semesters, the materials used will be collected and submitted as part of the following round of reaccreditation.

Specialization III: Media System

No:	Mandatory module: Specialization III: Media System	Language: German		Credit points: 6 per specialization module	
		Frequency: Each summer and winter term		Term: 3	
	Prerequisites for participation: none	Workload: 180 h per specialization module		Form of examination: Term paper (HA) and paper and presentation (RE)	
Contact hours: 28/30 h per specialization module		Self-study hours: 152/150 h per specialization module			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
The examination board determines the specialization modules (6 CP each) at the beginning of the term.		Prof. Dr. (TBD) PR Prof. Dr. Boris Blechschmidt Prof. Dr. Axel Lippold Prof. Dr. habil. Harald Rau Prof. Dr. Michael Vorfeld Prof. Andreas Kölmel Prof. Dr. Marc-Christian Ollrog Prof. Dr. Denise Sommer		Seminar (S)	2 per specialization module
This module is used for the following degree programs: KM					
Exemplary courses					
<ul style="list-style-type: none"> - <u>Economics of journalism</u> - Media systems in international comparison - Managing meritocracy and demeritocracy in the media system - An end to mass media - Between "fake news" and "hate speech" - quality assurance of journalistic offerings 					
Contents of the courses					
Courses in the specialization area "Media System" build on and deepen the content of the associated basic module. Listed by way of example are:					
<u>Economics of journalism</u> The basics of media economics are deepened and applied to statement production. Emphasis is placed on political economy, new institutional economics (especially transaction cost approach, principal-agent relationships) and meritocracy (merit goods and merit needs). The lecture will focus specifically on the traditions of journalism and possible options for the future.					
Learning objectives and competencies to be imparted					
<u>Economics of journalism</u> The lecture conveys the economic conditions of journalistic action within the framework of capitalist modes of production. Students will be able to recognize and name the effects of economic conditions on journalistic action - furthermore, they should be able to discuss and evaluate the individual understanding of roles in the communication professions, they will also be able to formulate and accompany strategies of journalistic action depending on economic conditions.					

Literature and teaching aids

Since the working materials and literature references are strongly oriented towards the respective course offered, an overview is not provided here. In the coming semesters, the materials used will be collected and submitted as part of the following round of reaccreditation.

Specialization IV: Marketing and Management

No:	Mandatory module: Specialization IV: Marketing and Management	Language: German		Credit points: 6 per specialization module	
		Frequency: Each summer and winter term		Term: 3	
	Prerequisites for participation: none	Workload: 180 h per specialization module		Form of examination: Term paper (HA) and paper and presentation (RE)	
Contact hours: 28/30 h per specialization module		Self-study hours: 152/150 h per specialization module			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
The examination board determines the specialization modules (6 CP each) at the beginning of the term.		Prof. Dr. (TBD) PR Prof. Dr. Boris Blechschildt Prof. Dr. Axel Lippold Prof. Dr. habil. Harald Rau Prof. Dr. Michael Vorfeld Prof. Andreas Kölmel Prof. Dr. Marc-Christian Ollrog Prof. Dr. Denise Sommer		Seminar (S)	2 per specialization module
This module is used for the following degree programs: KM					
Exemplary courses <ul style="list-style-type: none"> - Selected issues of management - Entrepreneurship: Investment management and financing management - Entrepreneurship: Enterprise - Personnel management and development - Market and opinion research - "Artificial intelligence" and machine learning in marketing management - Digital analytics 					
Contents of the courses <p>Courses in the specialization area "Marketing and Management" build on and deepen the contents of the associated basic module. Listed by way of example are:</p> <p><u>Selected issues of management</u></p> <ul style="list-style-type: none"> - Management process in the system of action - Strategic and operational planning and control - Organizational structure design and organizational change - Corporate culture <p><u>Entrepreneurship: Innovation Management & Financing</u></p> <ul style="list-style-type: none"> - Functions of innovation management - Resistance to innovations - Promoters and teams as actors in the innovation process - Cooperation and innovation - Fuzzy Front End - Generation of innovative alternatives - Financial planning and capital budgeting - Borrowed capital 					

- Financing models
- Static and dynamic investment calculations
-

Entrepreneurship:

- Entrepreneurial marketing and market orientation
- Start-up financing
- Legal basis of foundation
- Business planning
- Growth and exit
- Social and corporate entrepreneurship

Personnel management and development

- Emergence and development of leadership relationships
- Shaping leadership relationships - leadership styles, leadership instruments and leadership controlling
- Leadership change
- Reflection on leadership - bad leadership, legitimacy and ethics of leadership

Market and opinion research

- Definition of market research problems
- Market and opinion research bodies
- Instruments of data collection methods (qualitative and quantitative)
- Selection of the survey units/sample design
- Approaches and methods for measurement and scaling
- Design of the research instrument

Artificial intelligence and "machine learning"

- Basics of data processing with R
- Basics AI and machine learning
- Application fields of AI and machine learning in the marketing context
- Data Scraping und Data Crawling
- Selected methods of machine learning (e.g. neural networks)

Learning objectives and competencies to be imparted

Selected issues of management

Students learn and understand the basic concepts and fundamentals of business management and leadership as well as the key functions of management. They are able to assess corporate goals and target relationships and derive goal-oriented activities of the manager from them. In addition, students will be able to identify the need for change and initiate change processes based on theoretical principles and practical analysis methods.

Entrepreneurship: Innovation Management & Financing

Within the scope of the course, students grasp the current state of innovation management and receive theoretically and empirically sound statements on the successful management of innovations. From conception to control and evaluation, all areas of modern innovation management are examined and applied in practice-oriented case studies / business games. In addition to the successful establishment of innovations, students learn the central financing instruments and their application as well as the most important methods of capital budgeting.

Entrepreneurship:

Students deepen their knowledge of innovation management and specifically entrepreneurship. On this basis and by conveying business start-up skills, they are empowered to plan and implement venture capital activities. This includes market-oriented innovation processes, business analysis and planning, as well as legal issues relevant to start-ups.

Personnel management and development

Students learn basic leadership theories and their implications for human resource management and development. In addition to motivation and learning in leadership relationships, different leadership styles, tools and controlling approaches as well as developments in leadership relationships as well as gender & diversity leadership, e-leadership, shared leadership, network leadership are learned. Students are able to design leadership relationships appropriate to the situation.

Market and opinion research

Students learn theories and approaches to defining the market research problem, determining who conducts it, obtaining data, and basic analysis of data and data interpretation and presentation. Based on these market research skills, students will be able to plan and conduct an independent empirical survey and evaluate it in the form of a research report.

Artificial intelligence and "machine learning"

Students become familiar with the theoretical approaches of data mining and machine learning and can identify and evaluate fields of application in the marketing and communication context. They are able to deal with complex data structures and can design small AI and data mining projects and implement them in the R programming environment.

Literature and teaching aids

Since the working materials and literature references are strongly oriented towards the respective course offered, an overview is not provided here. In the coming semesters, the materials used will be collected and submitted as part of the following round of reaccreditation.

IV. Research or Practical Project

2.4 / 3.4 Research or Practical Project I-II

No: 2.4 / 3.4	Mandatory module: Research or Practical Project I-II	Language: German		Credit points: 12 per project part	
		Frequency: Each summer and winter term		Term: 2 and 3	
	Prerequisites for participation: none	Workload: 360 h per project part		Form of examination: Project work (PA)	
Contact hours: 56/60 h		Self-study hours: 304/300 h			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
Several practical and research projects are offered each semester, each accounting for 2 or 1 SWS. The module may be split (thus expanding the range to more than four project offerings).		Prof. Dr. (TBD) PR Prof. Dr. Boris Blechschmidt Prof. Dr. Axel Lippold Prof. Dr. habil. Harald Rau Prof. Dr. Michael Vorfeld Prof. Andreas Kölmel Prof. Dr. Marc-Christian Ollrog Prof. Dr. Denise Sommer		Seminar (S) / Project (P)	4 (in total / divisible)
This module is used for the following degree programs: KM					
Project from the following fields (offers vary each term and are based on the students' specializations):					
<ul style="list-style-type: none"> - Media production - Media communications - Journalism - Journalism research - Strategic communication - Communicator research - Organizational communication - Communication science - Media reception - Media education - Media psychology - Media marketing - Online marketing - Media management - Entrepreneurship and foundation 					
Learning objectives and competencies to be imparted					
<p>The goal of the research and practical projects is intensive, small-group engagement with challenging content. Students should learn to work as independently as possible at a high scientific level. All practical projects are based on and derived from science even though they are clearly implemented for practical use. This part of the module was developed together with the ZfS, the Center for Key Qualifications of the Christian-Albrechts-Universität zu Kiel within the framework of a cooperation in the network Lehre-hoch-n. A free framework is deliberately granted here so that students learn from the application of theoretical considerations and from the use of scientific methods to plan their approach, to structure it, to derive it from given frameworks, so that they are invited to experiment, to research, to derive conclusions and to generate independent project results on a sound theoretical basis. Basically, it's about experiencing independence and personal responsibility - and realizing that valuable results for society, companies and organizations can also be obtained in a student environment. Within the framework of these modules, there is room for self-realization, specialization in the</p>					

broad subject area, and even student-led renewal of the subject with creative and concrete solutions for the fields of application. Students develop the ability for extended self-organization; they can create, design, and manage projects and, at the end, evaluate, compare, interpret, and measure results. In terms of content, projects can be classified into all conceivable areas of the field - media production, media communication, public relations, strategic communication or even organizational communication, communication and media theory, media or online marketing, journalism research and journalistic practice. This is where the breadth of offers at the Salzgitter campus pays off.

Literature and teaching aids

The collected canon of communication studies, media studies and selected works of business studies could be compiled here. Since the working materials and literature references are strongly oriented to the respective project, an overview is omitted here. In the coming semesters, the projects will be collected and the materials used will then be documented in relation to each project and submitted as part of the following round of reaccreditation.

4.2 Master's Thesis and Defense

No: 4.2	Mandatory module: Master's Thesis and Defense	Language: German		Credit points: Master's thesis (18 CP), defense (6 CP)	
		Frequency: Each spring term		Term: 4	
	Prerequisites for participation: The conditions for starting the Master's thesis are regulated by the "Prüfungsordnung" and supplementary resolutions by the examination board.	Workload: 720 h		Form of examination: Master's Thesis and Defense	
Contact hours: 0 h		Self-study hours: 720 h			
Courses:		Module commissioner:		Teaching and learning types:	Scope (SWS):
Master's Thesis and Defense		Advisor		B	-
This module is used for the following degree programs: KM					
Contents					
The content is the topic of the master's thesis including methodology, results and theories used. The content of the defense also includes selected content from the entire course of study.					
Learning objectives and competencies to be imparted					
With their Bachelor's thesis, students demonstrate that they are able to independently work on a problem/task from their field of study, which is formulated by a supervisor/first examiner after consultation with the student, using scientific methods and within a specified period of time. The exact procedure for this is regulated by the "Prüfungsordnung". In the defense, students demonstrate that they are able to defend their Master's thesis orally, i.e. to present the essential contents orally and to respond to criticism expressed by the examiners. The defense also serves to test selected contents of the course of study orally.					
Literature and teaching aids					
The relevant literature and working materials.					