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Qualification Goal

Graduates of the master's program "Leadership in Creative Industries" possess professional, analytical-methodical and communicative competencies for the strategic management of media and creative companies. To this end, graduates of the master's program have deepened or expanded management-oriented and media business competencies from their successfully completed bachelor's program. In addition, the successful completion of the master's program qualifies graduates for more academic work and creates the formal prerequisites for a doctorate.

According to the current state of teaching and research, graduates possess the following specialist knowledge and competencies in their field:

They have (expertise)

- a sound knowledge of business and media economics and knowledge of both economic and technical contexts of the creative industry and its most important players.
- knowledge of value creation approaches in the digital space.
- a basic understanding of the tasks of all business functional areas relevant to corporate management.
- knowledge of the interaction of technological and economic requirements in the context of digital media.
- a profound understanding of the interrelationships and developments in the creative and media industries and have the necessary know-how to drive forward the digitization of media companies.
- knowledge of strategic management approaches, especially in the creative industry.

They are able to (skills),

- identify, abstract, structure and holistically solve both economic and creative tasks.
- systematically analyze and evaluate business processes.
- develop and optimize application-oriented solutions based on data analyses.
- understand, analyze and effectively use cross-media networked media and communication structures as well as team processes.
- understand the strategic and leadership challenges that arise in their working environment and solve problems methodically in this context.
- prepare important key figures for the management of creative and media companies and to conduct competitive and market analyses.
- work out solutions to problems in their specialist area and to independently design further learning processes.
- formulate subject-related positions and arguments, develop approaches to solutions and represent these argumentatively, as well as engage in a critical discourse in the current research environment.
- identify relevant specialist literature in economic and creative fields, interpret it and use it for their own academic work.

They can (competencies):

- direct and monitor media production processes. This includes both the conceptualization and the production of media products.
- develop business strategies for companies in the creative industries.
- direct and oversee digital innovation efforts of companies. This includes the conceptualization and execution of product development, launching and controlling efforts.
- promote the creativity of employees and stakeholders in a targeted manner and make it usable for the company.
- promote scientific discourse in the context of scientific publications of own research results.
- apply scientific methods in practice and implement innovative developments in everyday professional life.
- integrate and apply their knowledge and understanding directly to their job or profession as a media or creative manager in the professional environment through sufficient practical relevance (practical projects).
- organize and carry out projects effectively and thus grow into a corresponding managerial responsibility.
- make rationally based decisions and deal critically with counter-arguments.
- find holistic and methodically efficient solutions also for interdisciplinary issues.
- perform civil society commitment by positioning themselves within the socially relevant research field, for example through involvement in social networks, cooperation in sustainable project measures and publications in relevant media and institutions.
- include ethical and moral considerations in decision-making.
- assert gender-specific findings.

Concept for the Study Program

The master's program aims to expand and continue the knowledge already acquired in the first degree at a higher level. A well-founded examination of current scientific methods and models contributes to the fact that the students are able to work out and process challenging problems of the management of media and creative enterprises independently. The focus is on enabling students to deal confidently with scientific work and decision-making processes. Different forms of learning and working in class contribute to achieve this goal. The spectrum ranges from lecture elements to the processing of case studies to practice-oriented tasks and exercises. The development of business plans contributes constructively to making concrete projects economically viable and thus enables a realistic reference to the requirements of professional practice. These differentiated work steps enable students to address and solve technological, business, legal and social requirements. Theoretical models can also be used to provide a methodical foundation. The study program enables projects that are close to the market and is consistently oriented to the requirements of business practice. It imparts the necessary know-how to solve questions relevant to media and management, shows aspects of strategic management, the leadership of creative teams, as well as innovation management, explains the processes of media production and takes into account the challenges posed by the new media (Internet, social media).

Students learn to grasp the goals and tasks of managing creative and media companies, to develop sustainable concepts for action based on these, to meet the demands of various stakeholder groups, and to pick up on and implement normative requirements for modern corporate management.

They will be able to apply current models and theories of strategic management, understand structures and distribution channels in the media and creative industries, grasp the basics and methods for developing business strategies and, building on this, create and present their own business plans for digital business models.

They acquire knowledge of current developments in the field of data science and AI, deal with the fundamentals and strategies of sustainable corporate management, acquire competencies in the field of interculturality and diversity and the ability to independently develop and implement projects in the media and creative industries. The focus is particularly on the challenges of the digital media markets. Students gain the competence to meet the technical, social and economic challenges on the Internet and in social media.

In the first semester, the module "Leadership in Arts" teaches students how to lead creative teams effectively and in a goal-oriented manner as future managers and thus release creative potential in the company. The module "Strategic Management" is dedicated to the management tasks of developing, implementing and controlling strategic concepts that can contribute to ensure the long-term economic success and competitiveness of the company. Here, the necessary theoretical and methodological expertise is taught, as well as concrete steps that help to manage the relationship to the practical challenges within the company practice. In addition, students learn the necessary skills for developing and producing creative media content in the "Conception & Production" module. Building on this, a concrete task from creative practice is implemented in the "Content Creation" project module. This involves the planning, conception and realization of work steps that result in a finished media product. Thus, competences in dealing with creative processes as well as the ability for interdisciplinary communication and cooperation are enabled, which are application-oriented. The modules of the 1st semester are supplemented by an elective module in which the students deal with current aspects in management practice. In addition to the necessary technical qualifications of strategic management practice, the focus here is on the social challenges facing the prospective media and creative managers. In this respect, business ethics aspects play a central role in the course of study in order to do justice to the postulate of sustainability as understood by the corporate social responsibility approach (CSR). Successful economic action always requires responsible action towards internal and external stakeholders in order to ensure long-term acceptance and trust in the market. By focusing on normative aspects of corporate responsibility, students are sensitized to moral issues, also in an international context. Decisive values and guiding principles are conveyed, from which civil society commitment (democratic citizenship) should also result.

After laying the foundations in employee and company management in the first semester, the 2nd semester focuses on the technology and innovation aspects in the management of the creative and media industry. In the "Innovation & Emerging Technologies" module, students learn not only theories and models of innovation management, but also how innovation potential can be effectively released within a company. In addition, the module "Digital Business Strategies in Creative Industries" deals with business models in the digital space and their potential for the creative industries. The module "Data Science & AI" focuses on the possibilities of large data sets and the impact of artificial intelligence on product development. Building on this, students develop their own business models for the creative industry in the "Business Strategies" project module. Just like the project module "Content Creation", this module serves the concrete implementation of a task that corresponds to the real requirements in entrepreneurial practice. This involves the planning, conception and realization of work steps, with a finished business plan at the end.

The module "Scientific Writing & Publishing" prepares students, among other things, for narrowing down the topic for the Master's thesis, the scientific question, the methodological approach and the time schedule during the work phase. In addition, students are familiarized with the possibilities of publishing scientific research results.

In the 3rd semester, the master's program focuses on the final thesis and colloquium. In the module "Master Thesis and Colloquium" a theoretical or empirical approach is possible. Likewise, a cooperation with a business enterprise, which constructively accompanies the preparation of the thesis, is possible. The oral colloquium is primarily oriented towards the subject areas of the thesis, including neighboring and complementary fields of knowledge. Graduates demonstrate that they are able to present the subject area of their thesis in a professional manner and to justify their results in an argumentative manner.

As part of the interdisciplinary master's degree program, students deepen and expand their management-oriented, media business knowledge. In the course of their studies, they acquire a firm handling of scientific methods as well as methods of modern employee and corporate management. The concept is to enable students to acquire competencies in finding, communicating and implementing management-specific decisions on the basis of theoretical models, case studies and practical tasks as well as exercises. They will then have a broad and integrated knowledge and understanding of the scientific foundations in these core areas and will thus be able to apply the knowledge they have acquired in their studies to solve tasks and problems in their subsequent profession.

Studying in small groups in a kind of classroom setting enables a team-oriented and cooperative learning and working atmosphere. The intensive supervision by the lecturers ensures that the students can be individually supported and challenged. Different methods of knowledge transfer with lecture elements, presentations, discussions, case analyses, research elements, as well as free and group work elements enable a well-founded knowledge transfer.

Subject Areas and Modules

Subject area	General Studies	LCI 1
Module	Study Module from the Elective Course Catalog - CSR and Sustainability	LCI 1.1 LCI 1.1.A

Responsible Professor	Prof. Dr. Helmar Baum	
Frequency	Once in the academic year	
Usability	Only in this degree program	
ECTS-Points	5	
Total time (h)	130	
Teaching time (h)	48	8 Days à 6 Hours
Learning time (h)	82	
Semester	1	
Prerequisites	none	
Teaching form	50% - Seminar // 50% - Practice	
Requirement for the award of ECTS-points		
Type of examination	Oral (20 Minutes)	
Grading scheme	differentiated (at least the grade 4,0)	

Learning outcomes and competencies	Students are able to <ul style="list-style-type: none"> ▪ understand and analyze CSR and sustainability concepts, in particular the interrelationships between social, ecological and economic aspects; ▪ develop possible planning approaches for sustainable, entrepreneurial action.
Contents	<ol style="list-style-type: none"> 1. Theoretical foundations of responsible corporate governance 2. Management approaches to CSR 3. Discourses and perspectives in CSR 4. CSR and corporate communication 5. Basics and strategies for sustainable action in corporate management

	6. Conceptual and theoretical approaches
Recommended reading	<p>Brüggemann, Stefan; Brüssel, Christoph et al. (Hrsg.) (2018): Nachhaltigkeit in der Unternehmenspraxis: Impulse für Wirtschaft und Politik, Wiesbaden</p> <p>Hinrichs, Bernd (2021): Nachhaltigkeit als Unternehmensstrategie: Roadmap für nachhaltiges Wirtschaften und Innovation, Freiburg</p> <p>Schneider, Andreas, Schmidpeter, René (Hrsg.) (2015): Corporate Social Responsibility – Verantwortungsvolle Unternehmensführung in Theorie und Praxis, 2. Aufl., Berlin</p>

Subject area	General Studies	LCI 1
Module	Study Modulee from the Elective Course Catalog - Interculturality and Diversity	LCI 1.1 LCI 1.1.B

Responsible Professor	Prof. Dr. Roland Frank	
Frequency	Once in the academic year	
Usability	Only in this degree program	
ECTS-Points	5	
Total time (h)	130	
Teaching time (h)	48	8 Days à 6 Hours
Learning time (h)	82	
Semester	1	
Prerequisites	keine	
Teaching form	50% - Seminar // 50% - Practice	
Requirement for the award of ECTS-points		
Type of examination	Oral (20 Minutes)	
Grading scheme	differentiated (at least the grade 4,0)	

Learning outcomes and competencies	<p>The students know</p> <ul style="list-style-type: none"> ▪ the significance of globalization and the increased importance of intercultural communication and intercultural competence. ▪ problem areas, methods, theoretical approaches as well as central concepts of the debates on gender and diversity. <p>The students are able to</p> <ul style="list-style-type: none"> ▪ understand and analyze concepts of equality and integration. ▪ recognize and communicate competitive advandayss through the implementation of gender equality and integration concepts. ▪ independently develop, plan and communicate concepts for inclusive entrepreneurial action.
Contents	1. Basics of globalization

	<ol style="list-style-type: none"> 2. Intercultural competence 3. Basics of intercultural communication 4. Discourses and perspectives of the gender and diversity debate 5. Gender-related management concepts 6. Diversity-related management concepts 7. Theoretical implementation approaches 8. Case studies of German and international companies
<p>Recommended reading</p>	<p>Krell, Gertraude, Renate Ortlieb und Barbara Sieben (2018): Gender und Diversity in Organisationen – Grundlegendes zur Chancengleichheit durch Personalpolitik, Wiesbaden.</p> <p>Lüsebrink, Hans-Jürgen (2016): Interkulturelle Kommunikation – Interaktion, Fremdwahrnehmung, Kulturtransfer, 4. Aufl., Stuttgart.</p> <p>Plummer, Deborah (2018): Handbook of Diversity Management: Inclusive Strategies for Driving Organizational Excellence, Boston.</p>

Subject area	General Studies	LCI 1
Module	Scientific Writing & Publishing	LCI 1.2

Responsible Professor	Prof. Dr. Helmar Baum	
Frequency	Once in the academic year	
Usability	Only in this degree program	
ECTS-Points	5	
Total time (h)	130	
Teaching time (h)	48	8 Days à 6 Hours
Learning time (h)	82	
Semester	2	
Prerequisites	none	
Teaching form	50% - Seminar // 50% - Practice	
Requirement for the award of ECTS-points		
Type of examination	Written (Exposé)	
Grading scheme	differentiated (at least the grade 4,0)	

Learning outcomes and competencies	<p>The students are able to</p> <ul style="list-style-type: none"> ▪ find, justify and formulate a topic for a scientific paper; ▪ conduct necessary research in scientific databases and online library catalogs (WISO, Springer, Emerald, etc.) and to formulate optimal queries in search engines (e.g. google/scholar and google/books); ▪ deal confidently with scientific literature (papers, articles in journals, dissertations, etc.) and with scientific methods (questioning, observation, content analysis, etc.); ▪ construct a scientific paper logically and to write it according to the basic rules of argumentation and formulation; ▪ plan the time for writing a scientific paper and to work efficiently and effectively in terms of this time management; ▪ understand the importance of plagiarism in writing a scientific paper and know the consequences of not citing correctly.
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	<p>The students are able to</p> <ul style="list-style-type: none"> ▪ plan the sequence and the individual elements of presentations according to dramaturgical aspects; ▪ present scientific issues, content and results to smaller and larger groups of listeners; ▪ lead open-ended discussions about scientific topics, including criticism and the appropriate response to it; ▪ develop strategies for successful publishing.
<p>Contents</p>	<ol style="list-style-type: none"> 1. Introduction to the world of scientific work at master level (research question, planning) 2. Process of scientific work and research (hypotheses, argumentation, sources) 3. Proper citation (quotation, bibliography) 4. Presentation and lecturing 5. Methodology, aims and benefits of empirical research; research process and research organization 6. Qualitative and quantitative research (research questions, hypothesis development and implementation) 7. Interview; content analysis; observation 8. Presentation and visualization of research results 9. Forms of scientific publishing 10. Strategies for a successful scientific publication
<p>Recommended reading</p>	<p>Bänsch, Axel, Alewell, Dorothea et al. (2020): Wissenschaftliches Arbeiten, 12. Aufl., Berlin/Boston.</p> <p>Bensberg, Gabriele (2013): Survival Guide Schreiben. Ein Schreibcoaching fürs Studium, Heidelberg.</p> <p>Berger, Doris (2016): Wissenschaftliches Arbeiten in den Wirtschafts- und Sozialwissenschaften: Hilfreiche Tipps und praktische Beispiele, 3. Aufl., Wiesbaden.</p> <p>Brink, Alfred (2013): Anfertigung wissenschaftlicher Arbeiten: Ein prozessorientierter Leitfaden zur Erstellung von Bachelor-, Master- und Diplomarbeiten, 5. Aufl., Wiesbaden.</p> <p>Budrich, Barbara (2019): Erfolgreich Publizieren: Grundlagen und Tipps für Autorinnen und Autoren aus den Sozial-, Erziehungs- und Geisteswissenschaften, 3. Aufl., Opladen & Toronto.</p> <p>Diester, Georg (2014): Studienarbeiten schreiben: Seminar-, Bachelor-, Master- und Diplomarbeiten in den Wirtschaftswissenschaften, 7. Aufl., Heidelberg.</p>

	<p>Döring, Nicola, Bortz, Jürgen (2015): Forschungsmethoden und Evaluation in den Sozial- und Humanwissenschaften, 5. Aufl., Berlin.</p> <p>Eco, Umberto (2020): Wie man eine wissenschaftliche Abschlussarbeit schreibt, 14. Aufl., Wien.</p> <p>Esselborn-Krumbiegel, Helga (2017): Von der Idee zum Text, 5. Aufl., Paderborn.</p> <p>Früh, Werner (2017) Inhaltsanalyse. Theorie und Praxis, 9. Aufl., Konstanz.</p> <p>Theisen, M. (2021): Wissenschaftliches Arbeiten, Erfolgreich bei Bachelor- und Masterarbeit, 18. Aufl., München.</p>
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Subject area	Leadership	LCI 2
Module	Leadership in Arts	LCI 2.1

Responsible Professor	Prof. Dr. Frank Thomas Meyer	
Frequency	Once in the academic year	
Usability	Only in this degree program	
ECTS-Points	5	
Total time (h)	130	
Teaching time (h)	48	8 Days à 6 Hours
Learning time (h)	82	
Semester	1	
Prerequisites	keine	
Teaching form	50% - Lecture // 50% - Seminar	
Requirement for the award of ECTS-points		
Type of examination	Written (term paper)	
Grading scheme	differentiated (at least the grade 4,0)	

Learning outcomes and competencies	<p>The students are able to</p> <ul style="list-style-type: none"> ▪ develop and design transformation processes in organizations in order to increase competitiveness and achieve sustainable growth; ▪ design future scenarios and visions; ▪ cultivate a culture of innovation and anchor identity-forming and culture-promoting measures. <p>Students will know and understand</p> <ul style="list-style-type: none"> ▪ the basics of inner value patterns and individual inner and interpersonal communication; ▪ the efficiency of processes in consideration of a resilient corporate management; ▪ the construction of a value-based guideline and leadership concept;
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	<ul style="list-style-type: none"> ▪ Innovation management in application. Students are able to carry out an independent analysis of brand policy measures and derive recommendations for action from this. ▪ the fundamentals of strategic corporate development; ▪ the ethical and philosophical foundations of design in business and culture; ▪ the development of a creative culture as the basis of future-oriented innovative strength; ▪ the formulation of a strong corporate vision as the basis for successful entrepreneurial activity; ▪ the processes of successful and sustainable corporate management; ▪ the possibilities of design with regard to entrepreneurial leadership positions in the market; ▪ design as a leadership factor in cultural development.
<p>Contents</p>	<ol style="list-style-type: none"> 1. Conceptual basics and framework of strategic management, transparency, communication and controlling 2. Functions and goals of processes 3. Self-management <ul style="list-style-type: none"> ▪ From Self-Knowledge to Self-Leadership ▪ Inner value constitution ▪ Values development and values-based leadership conception ▪ Inner leadership ▪ Power and leadership 4. Employee and team leadership <ul style="list-style-type: none"> ▪ What is a leader - what is a supervisor? ▪ Leadership styles ▪ Challenge, guide, promote ▪ Leadership communication ▪ Leadership through structures and processes ▪ Leadership through inspiration ▪ Guidance and leadership of people, employees and teams ▪ Coordination and leadership of networked, internal and external teams ▪ How to lead teams to more self-creativity? ▪ How to create an inspiring creative culture? 5. Corporate and brand leadership <ul style="list-style-type: none"> ▪ Development of an attractive corporate vision ▪ Leadership of companies and brands in the market

	<ul style="list-style-type: none"> ▪ Correction of discrepancies in brand management ▪ Holism and sustainability in entrepreneurial activity ▪ Role and influence of design and creative industries on corporate leadership positions <p>6. Market and cultural leadership</p> <ul style="list-style-type: none"> ▪ Content, formal and operational leadership ▪ Leadership of cultural development <p>7. Cultural leadership in an international context and comparison</p>
<p>Recommended reading</p>	<p>Jakob, Burkhard (2010): Der Designwert – Eine neue Strategie in der Unternehmensführung, Av Edition.</p> <p>Lorenz, Christopher (1992): Die Macht des Designs: Der neue Erfolgsfaktor im globalen Wettbewerb, Campus Vlg.</p> <p>Marwitz, Klaus Lean (1993): Company, Der freie Blick auf die neue UnternehmensVision, Jungfermann Vlg., Paderborn.</p> <p>Geffroy, Edgar K. (2007): Schneller als der Kunde, Exnovation statt Innovation, Econ Verlag.</p> <p>Flockenhaus, Ute Hrsg. (2000): Zukunftsmanagement – Trainingsperspektiven für das 21. Jahrhundert, Gabal Management.</p> <p>Oliver, Wilhelm (2010): Motivation und Führung von Mitarbeitern – Personalführung in Zeiten des Wertewandels, Diplomica verlag GmbH, Hamburg.</p>

Subject area	Leadership	LCI 2
Module	Strategic Management	LCI 2.2

Responsible Professor	Prof. Dr. Frank Thomas Meyer	
Frequency	Once in the academic year	
Usability	Only in this degree program	
ECTS-Points	5	
Total time (h)	130	
Teaching time (h)	48	8 Days à 6 Hours
Learning time (h)	82	
Semester	1	
Prerequisites	keine	
Teaching form	50% - Lecture // 50% - Seminar	
Requirement for the award of ECTS-points		
Type of examination	Written (term paper)	
Grading scheme	Differentiated (at least the grade 4,0)	

Learning outcomes and competencies	<p>Students are able to</p> <ul style="list-style-type: none"> ▪ interpret external and internal information for the selection of different strategic options and use it systematically for strategic decision-making along the strategic planning process; ▪ identify and subsequently evaluate various risks and other influencing factors in the context of environmental analysis; ▪ identify typical problems in strategic management and develop appropriate solutions; ▪ apply industry structure analyses and transfer them to any other industry in order to determine the attractiveness of industries; ▪ determine entrepreneurial opportunities in the framework of case studies, develop alternative courses of action, set priorities and plan necessary activities, weighing up the advantages and disadvantages of various strategic options and drawing on these in the course of strategy implementation;
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	<ul style="list-style-type: none"> ▪ after completing the module, accompany strategic decision-making processes methodically and theoretically and implement the industry-specific peculiarities in concrete planning processes.
<p>Contents</p>	<ol style="list-style-type: none"> 1. Theoretical foundations of strategic management 2. Characteristics and evolution processes of strategies 3. Content and process perspective in strategic management 4. Types of strategies, their differences and interdependencies 5. Management systems and their interdependencies to strategies 6. ways of describing competitive advantages from the analysis of the internal and external company situation. 7. Strategic positioning on different country markets 8. Formulation and implementation of different strategic options 9. Control possibilities for the evaluation of realized strategies 10. Concepts in the respective phases in the strategic planning process, as well as their theoretical derivation from management research 11. Methods of analyzing external conditions (competitor analysis, industry structure analysis according to Porter, analysis of the global environment within the framework of the PESTEL analysis) 12. Innovation and entrepreneurship as a component of strategic management.
<p>Recommended reading</p>	<p>Johnson, G./Whittington, R./Scholes, K./Angwin, D./Regnér, D. (2017): Exploring strategy. Text and Cases, 11. Aufl., Harlow 2017</p> <p>Kreikebaum, H./Gilbert, D. U./Behnam, M. (2018): Strategisches Management, Stuttgart.</p> <p>Mintzberg, H./Ahlstrand, B./Lampel, J. (2002): Strategy Safari, New York 2002 (in deutscher Sprache: Dies. (2012): Strategy Safari: Der Wegweiser durch den Dschungel des strategischen Managements, 2. Aufl., München 2012)</p> <p>Porter, M. E. (2013): Wettbewerbsstrategie. Methoden zur Analyse von Branchen und Konkurrenten, 12. Aufl., Frankfurt 201</p>

Subject area	Leadership	LCI 2
Module	Innovation & Emerging Technologies	LCI 2.3

Responsible Professor	Prof. Dr. Roland Frank	
Frequency	Once in the academic year	
Usability	Only in this degree program	
ECTS-Points	5	
Total time (h)	130	
Teaching time (h)	48	8 Days à 6 Hours
Learning time (h)	82	
Semester	2	
Prerequisites	none	
Teaching form	50% - Lecture // 50% - Seminar	
Requirement for the award of ECTS-points		
Type of examination	Written (exam 90 Minutes)	
Grading scheme	differentiated (at least the grade 4,0)	

Learning outcomes and competencies	<p>Students know and understand how they can drive forward technological change in companies in the creative industries. In doing so, they slip into the role of an intrapreneur - i.e. an independent entrepreneur within the company - in order to initiate, organize and evaluate innovations.</p> <p>Students can</p> <ul style="list-style-type: none"> ▪ identify, abstract, structure and holistically solve both innovative and creative tasks within companies in the creative industries; ▪ direct and monitor innovation efforts of companies. This includes the conceptualization and implementation of product developments, market launches and the controlling of measures. ▪ develop scientific arguments and independently design further learning processes; ▪ include ethical and moral aspects of technology development in decision-making processes.
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<p>Contents</p>	<ol style="list-style-type: none"> 1. Disruption and change through emerging technologies 2. Fundamental concepts of innovation management 3. Innovation management in companies - case studies 4. Digital transformation as a management task 5. Methods of innovation management 6. Idea development with the help of design thinking 7. Prototyping 8. Evaluation of innovation and strategic innovation management 9. Planning of internal communication measures 10. Anchoring of innovation processes in companies
<p>Recommended reading</p>	<p>Christensen (2016): The Innovator’s Dilemma: When New Technologies Cause Great Firms to Fail, Harvard.</p> <p>Disselkamp (2012): Innovationsmanagement: Instrumente und Methoden zur Umsetzung im Unternehmen, Wiesbaden.</p> <p>Hauschildt et al. (2016): Innovationsmanagement, München.</p> <p>Lewrick, Michael (2017): Das Design Thinking Playbook: Mit traditionellen, aktuellen und zukünftigen Erfolgsfaktoren. Vahlen.</p> <p>Moore (2014): Crossing the Chasm: Marketing and Selling Disruptive Products to Mainstream Customers, New York.</p> <p>Ries (2014): Lean Startup: Schnell, risikolos und erfolgreich Unternehmen gründen, München.</p>

Subject area	Creative Industries	LCI 3
Module	Digital Business Strategies in Creative Industries	LCI 3.1

Responsible Professor	Prof. Dr. Roland Frank	
Frequency	Once in the academic year	
Usability	Only in this degree program	
ECTS-Points	5	
Total time (h)	130	
Teaching time (h)	48	8 Days à 6 Hours
Learning time (h)	82	
Semester	2	
Prerequisites	keine	
Teaching form	50% - Lecture // 50% - Seminar	
Requirement for the award of ECTS-points		
Type of examination	Written (exam, 90 Minutes)	
Grading scheme	Differentiated (at least the grade 4,0)	

Learning outcomes and competencies	<p>Students will be able to analyze current economic developments in the various sectors of the creative industry and derive conclusions for the strategic development of their own company.</p> <p>The students know</p> <ul style="list-style-type: none"> ▪ the digital value creation and revenue models of companies in the creative industries. These include the film and television industry, publishing, the growing entertainment software industry and the Internet-based media economy; ▪ to recognize and apply the need for strategic realignment of (information) economy-based business processes. This applies to the sub-areas: Procurement Management, Production Management, Marketing, Organizational Management, Human Resource Management and Financial Management.
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	<p>Students are able to</p> <ul style="list-style-type: none"> ▪ differentiate according to the different sectors of the creative industry, analyze, evaluate and create specific corporate strategies; ▪ carry out an independent analysis of strategic measures and derive recommendations for action from them; ▪ present strategic aspects of corporate management in the sectors of the creative economy against the background of international and global trends; ▪ reconstruct basic positions, perspectives and statements of economic theories and apply these theoretical concepts to concrete and practical issues; ▪ assert gender-specific insights of transformation research and change management within companies.
<p>Contents</p>	<ol style="list-style-type: none"> 1. Basics of digital transformation 2. Disruption of existing business models through digitalization 3. The innovator's dilemma 4. Everything is going digital: the importance of digital platforms 5. Recognizing potential for digitization along the value chain 6. Basics of Change management 7. Make or buy decisions in the age of digitalization 8. Agilization of work processes: Implementing DevOp structures 9. Creating change together: Change management in times of digital transformation 10. Outlook
<p>Recommended reading</p>	<p>Appelfeller und Feldmann (2018): Die digitale Transformation des Unternehmens: Systematischer Leitfaden mit zehn Elementen zur Strukturierung und Reifegradmessung, Wiesbaden.</p> <p>Frank et al. (2019): Cloud-Transformation – wie die Public Cloud Unternehmen verändert, Wiesbaden.</p> <p>Gassmann und Sutter (2019): Digitale Transformation gestalten, München</p> <p>Hoffmeister (2017): Digital Business Modelling: Digitale Geschäftsmodelle entwickeln und strategisch verankern, München.</p>

Subject area	Creative Industries	LCI 3
Module	Data Science & AI	LCI 3.2

Responsible Professor	Prof. Dr. Roland Frank	
Frequency	Once in the academic year	
Usability	Only in this degree program	
ECTS-Points	5	
Total time (h)	130	
Teaching time (h)	48	8 Days à 6 Hours
Learning time (h)	82	
Semester	2	
Prerequisites	none	
Teaching form	50% - Lecture // 50% - Seminar	
Requirement for the award of ECTS-points		
Type of examination	Written (exam, 90 Minutes)	
Grading scheme	differentiated (at least the grade 4,0)	

Learning outcomes and competencies	<p>The students know</p> <ul style="list-style-type: none"> ▪ the scientific issues and theories of digital data collection methods; ▪ the economic advantages of data analysis and the implementation of a digital feedback loop in companies. <p>The students are able to</p> <ul style="list-style-type: none"> ▪ handle selected software solutions for the analysis of large data sets (Big Data) and to present corresponding results in the context of presentations. ▪ independently train neural networks to answer predefined questions and use them within applications on a case-by-case basis.
Contents	<ol style="list-style-type: none"> 1. Introduction to Big Data 2. Data analytics in companies - the digital feedback loop 3. Basics of data processing ("data analytics") 4. Basics of the use of artificial intelligence

	<ol style="list-style-type: none">5. Digital data evaluation / data mining6. Training of neural networks7. A machine learning project (part 1)8. A machine learning project (part 2)9. Presentation of the results
Recommended reading	<p>Ng et al. (2018): Data Science – Algorithmen des maschinellen Lernens verständlich erklärt, Wiesbaden.</p> <p>Spiegelhalter (2019): The Art of Statistics: Learning from Data, London.</p> <p>Marr (2015): Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance, Hoboken.</p>

Subject area	Creative Industries	LCI 3
Module	Conception & Production	LCI 3.3

Responsible Professor	Prof. Dr. Helmar Baum	
Frequency	Once in the academic year	
Usability	Only in this degree program	
ECTS-Points	5	
Total time (h)	130	
Teaching time (h)	48	8 Days à 6 Hours
Learning time (h)	82	
Semester	1	
Prerequisites	keine	
Teaching form	50% Lecture // 50% Seminar	
Requirement for the award of ECTS-points		
Type of examination	Practical (project concept)	
Grading scheme	differentiated (at least the grade 4,0)	

Learning outcomes and competencies	<p>The students know</p> <ul style="list-style-type: none"> ▪ job profiles and production processes of relevant sub-industries in the creative and media industries; ▪ the basics of planning, calculation and production of products in the creative and media industry; ▪ creative techniques for the development of media products; ▪ tools of effective project management. <p>The students are able to</p> <ul style="list-style-type: none"> ▪ apply relevant creative techniques in a problem-oriented manner; ▪ elaborate and present concepts; ▪ handle relevant creative software in the basics..
Contents	<ol style="list-style-type: none"> 1. Job profiles in the creative and media industries 2. Value chains in the creative and media industries

	<ol style="list-style-type: none">3. Creative techniques4. Concept creation5. Introduction to relevant creative software (Adobe Premiere or similar)
Recommended reading	<p>Biehl, Brigitte (2020): Management in der Kreativwirtschaft: Grundlagen und Basiswissen, Wiesbaden.</p> <p>Freitag, Egon (2020): Kreativitätstechniken: So finden Sie das richtige Werkzeug für Ihr Problem, Tübingen</p> <p>Kettl-Römer, Barbara; Natusch, Cordula (2019): Überzeugende Konzepte: Strukturiert und effektiv von der Idee bis zur Präsentation.</p>

Subject area	Projects	LCI 4
Module	Project I: Content Creation	LCI 4.1

Responsible Professor	Prof. Dr. Helmar Baum	
Frequency	Once in the academic year	
Usability	Only in this degree program	
ECTS-Points	10	
Total time (h)	260	
Teaching time (h)	96	16 Days à 6 Hours
Learning time (h)	164	
Semester	1	
Prerequisites	none	
Teaching form	Project work	
Requirement for the award of ECTS-points		
Type of examination	Practical (implementation of a creative project and documentation)	
Grading scheme	undifferentiated	

Learning outcomes and competencies	<p>The students are able to</p> <ul style="list-style-type: none"> ▪ independently design the content of media projects, plan them in a management-oriented manner and control and implement them in a team; ▪ implement creative processes in the production of media products in a result-oriented manner.
Contents	<ol style="list-style-type: none"> 1. Conceptual and content development of a creative/media product 2. Organizational planning for the production of the creative/media product 3. Production of a creative/media product
Recommended reading	<p>Böhringer, Joachim et al. (2011): Kompendium der Mediengestaltung – Konzeption und Gestaltung für Digital- und Printmedien, 5. Aufl., Berlin.</p> <p>Kursay-Merkle, Ursula (2018): Agiles Projektmanagement im Berufsalltag – Für mittlere und kleine Projekte, Berlin.</p>

Subject area	Projects	LCI 4
Module	Project II: Business Strategies	LCI 4.2

Responsible Professor	Prof. Dr. Roland Frank	
Frequency	Once in the academic year	
Usability	Only in this degree program	
ECTS-Points	10	
Total time (h)	260	
Teaching time (h)	96	12 Days à 6 Hours
Learning time (h)	164	
Semester	2	
Prerequisites	none	
Teaching form	Project work	
Requirement for the award of ECTS-points		
Type of examination	Practical (Business plan)	
Grading scheme	undifferentiated	

Learning outcomes and competencies	<p>The students are able to</p> <ul style="list-style-type: none"> ▪ create their own business plan ▪ read and evaluate other people's business plans; ▪ develop business strategies conceptually and in terms of content; ▪ implement corporate strategies in the form of a business plan. <p>The students know</p> <ul style="list-style-type: none"> ▪ the strategic importance of business plans; ▪ financing options for digital business models; ▪ the possibilities of using agile forms of organization when founding a company.
Contents	<ol style="list-style-type: none"> 1. The importance of the business plan 2. Examples and application scenarios 3. The structure of a business plan

	<ol style="list-style-type: none"> 4. Choosing the right type of company 5. Forms of organization 6. Types of financing 7. Crowdfunding and crowd investing 8. The financial plan 9. Schedules and milestones 10. The pitch 11. Elevator pitching 12. Development and presentation of an own business plan
<p>Recommended reading</p>	<p>Christensen (2016): The Innovator’s Dilemma: When New Technologies Cause Great Firms to Fail, Harvard.</p> <p>Fink et al. (2018): Existenzgründung und Businessplan: Ein Leitfaden für erfolgreiche Start-ups, Berlin.</p> <p>Moore (2014): Crossing the Chasm: Marketing and Selling Disruptive Products to Mainstream Customers, New York.</p> <p>Nagl (2018): Der Businessplan: Geschäftspläne professionell erstellen Mit Checklisten und Fallbeispielen, Wiesbaden.</p> <p>Ries (2014): Lean Startup: Schnell, risikolos und erfolgreich Unternehmen gründen, München.</p> <p>Stefanovic (2019): Businessplan Vorlage und Beispiel: Wie Sie einen Businessplan erstellen: Ultimative Schritt für Schritt Anleitung um Banken und Investoren zu überzeugen.</p>

Subject area	Master Degree	LCI 4
Module	Master Thesis and Colloquium	LCI 4.2

Responsible Professor	Prof. Dr. Helmar Baum, Prof. Dr. Roland Frank, Prof. Dr. Thomas Meyer	
Frequency	Once in the academic year	
Usability	Only in this degree program	
ECTS-Points	30	
Total time (h)	780 Hours	
Semester	3	
Prerequisites	LCI 1: General Studies LCI 2: Leadership LCI 3: Creative Industries LCI 4: Projects	
Requirement for the award of ECTS-points		
Type of examination	Written (Master Thesis) Oral (Colloquium, 60 Minutes)	
Grading scheme	differentiated (at least the grade 4,0)	

Learning outcomes and competencies	<p>For the master thesis, the students are able to</p> <ul style="list-style-type: none"> ▪ apply the theories, models and methods learned in the course of their studies to a concrete innovative problem; ▪ reflect independently, systematically and critically on the chosen topic; ▪ present the results of the research and the main theses of the thesis in a clear and scientifically sound language; ▪ carry out the necessary proofreading and editing work independently. <p>In the master colloquium, students are able to</p> <ul style="list-style-type: none"> ▪ present and justify the aims, research methods, results and structure of the Master's thesis within the framework of a presentation; ▪ use the means of rhetoric as well as the possibilities of a PowerPoint presentation optimally; ▪ respond to the neighboring and complementary fields of knowledge during the discussion and derive the cross-connections in the process;
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	<ul style="list-style-type: none"> ▪ place the master thesis in the overall context of the research; ▪ present the further developments of the researched topic in the sense of the thoughtful outlook.
Contents	<p>A coherently structured Master's thesis written independently within the time frame provided is presented to the examination committee, in which the approach and the results are logically structured, scientifically prepared and presented in clear language. The colloquium offers the opportunity to reflect on the topic of the thesis in the context of related research areas. The concrete topics and contents of the Master's thesis are determined individually between the student and at least one professor of the program.</p>
Recommended reading	<p>The literature depends on the topic of the master thesis.</p>