JOINT MASTER IN HERITAGE CONSERVATION AND SITE MANAGEMENT

Module Handbook

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Academic Work and Research Methodology

Module Code:	HCSM 101
Module Title:	**Academic Work and Research Methodology**
University/ Faculty:	BTU Cottbus/ Faculty 4 - Environmental Sciences and Process Engineering Helwan University/ Faculty of Tourism and Hotel Management
Responsible Staff Member:	BTU Cottbus: Prof. Dr. rer. nat. habil. Gerhard Wiegleb Helwan University: Prof. Khaled El-Enany
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	One semester
Frequency of Offer:	Every winter semester
Credits:	6 ECTS
Learning Outcomes:	The main objective of this module is to introduce students to the methods of academic work, with special emphasis on information acquisition and information presentation. Upon the completion of the module students will be able to: • Understand the principles of research, its terminology and methodologies. • Distinguish between different sources of information and adequately use them (text books, collections, periodicals, encyclopaedia, internet, etc.). • Respect ethical issues and intellectual property in research. • Formulate research objectives and develop research questions. • Identify principal references in the field of research and conduct an appropriate literature survey. • Collect and analyse data in an academic way. • Write a structured scientific publication according to scientific standards.
Contents:	The module will focus on the following contents: • Types and concepts of research • Characteristics of good research • Research ethics and intellectual property rights • Selection and identification of research topics • Research process and design

	- Literature review - Data collection - Data analysis - Writing research proposals - Writing scientific papers: defining title and keywords, writing an abstract, writing the introduction, writing materials and methods, writing results, writing the discussion (including conclusions), writing the reference list, checking citation of literature according to recognized standards, checking the paper for formal requirements.
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include lectures, seminars, power-point presentations, in-class discussions, group activities, visits to the library. Lecture / 2 hours per week per semester Seminar/ 2 hours per week per semester Self-organised studies / 120 Hours
Teaching Material and Literature:	Day, R.A. *How to Write and Publish a Scientific Paper*. 5th ed. Westport: Oryx Press, 1998. Hornby, A.S., *Oxford Advanced Learner's Dictionary*. 7th ed. Oxford: Cornelsen/Oxford Univ. Press, 2005. Dawson, Catherine. *Introduction to Research Methods*. 4th ed. Oxford: How To Books Ltd., 2009. Marggraf-Turley, Richard. *Writing Essays: A Guide for Students in English and the Humanities*. New York: RoutledgeFalmer, 2000.
Assessment Mode:	Presentation, research proposal, essay.
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.
Part of the Study Programme:	Joint Master in Heritage Conservation and Site Management Master World Heritage Studies (2008)
Remarks:	Mandatory module
Module Components:	Academic Work and Research Methodology

Conservation of Ruins and Archaeological Sites

Module Code:	HCSM 111
Module Title:	**Conservation of Ruins and Archaeological Sites**
University/ Faculty:	BTU Cottbus/2 - Architecture, Civil Engineering and Urban Planning
Responsible Staff Member:	Prof. Dr. Leopold Schmidt
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 Semester
Frequency of Offer:	Every winter semester
Credits:	6 ECTS
Learning Outcomes:	The module will allow the students • to understand and assess the values and significance of ruins and archaeological sites, • to assess and develop concepts for the physical preservation, conservation and rehabilitation of ruins and archaeological sites, • to assess and develop concepts for the presentation of ruins and archaeological sites.
Contents:	• The module will provide an introduction into the history of perception and appreciation of ruins and archaeological sites in their wide range of significance for people, encompassing ruins from ancient times as well as medieval, post-medieval and eve contemporary ruins and archaeological sites. • Furthermore it will present and discuss the specific problems that surround the physical preservation of ruins and of archaeological sites. Preventing and retarding decay will be discusses as well as methods of rehabilitating and strengthening ruins without interfering with their cultural significance. This includes discussing the benefits and problems of shelter buildings and other protective structures. • Another field is the task of presenting and interpreting ruins and archaeological sites to visitors. This includes such topics as site design as well as the particular topic of (partial) reconstructions for interpretation or validation purposes.
Recommended Prerequisites:	None
Mandatory Prerequisites:	None

Forms of Teaching and Proportion:	Lecture: 2 hours per week per semester
	Workshop/seminar: 2 hours per week per semester
	Self-organised studies: 120 hours
Teaching Materials and Literature:	The bibliography will be presented in class.
Assessment Mode:	Presentation of individual papers and workshop results
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.
Remarks:	Mandatory module
Part of the Study Programme:	Joint Master in Heritage Conservation and Site Management
Module Components:	Conservation of Ruins and Archaeological Sites

Archaeology

Module Code:	HCSM 112
Module Title:	**Archaeology**
University/ Faculty:	BTU Cottbus/2 - Architecture, Civil Engineering and Urban Planning
Responsible Staff Member:	N.N. (DAI Berlin/DAI Kairo)
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 Semester
Frequency of Offer:	Every winter semester
Credits:	6 ECTS
Learning Outcomes:	The module will allow the students to acquire basic knowledge of archaeological research methods and their contribution to the creation of heritage.
Contents:	The lectures on "archaeology" are intended to familiarize students with the fundamental archaeological approaches and methods, including the significance of archaeological research and inherent dangers of archaeological projects at heritage sites.

Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Lecture/Seminar: 4 hours per week per semester Self-organised studies: 120 hours
Teaching Materials and Literature:	The bibliography will be presented in class.
Assessment Mode:	Archaeology: Research paper presentation
Withdrawal from Examination	Until the end of the seventh week of the lecture period.
Part of the Study Programme:	Joint Master in Heritage Conservation and Site Management Master World Heritage Studies
Remarks:	Mandatory module GTA1-3
Module Components:	Archaeology

Introduction to Heritage Site Management

Module Code:	HCSM - 121
Module Title:	**Introduction to Heritage Site Management**
University/ Faculty:	BTU Cottbus/2 - Architecture, Civil Engineering and Urban Planning
Responsible Staff Member:	Dr. Britta Rudolff
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every winter semester
Credits:	6 ECTS
Learning Outcomes:	Rationale: This introductory mandatory module aims to offer the students a better understanding of the professional profile and activities of heritage site

managers and a basis to understand how the different modules offered in the Joint MA programme assist to develop specific skills required in heritage management practice. It shall further provide students with a basic introduction to concepts and terminologies of heritage site management aimed at creating a shared basis of disciplinary discourse among graduates from a variety of different fields.

Part 1: Seminar (Introductory Week)

Understanding Heritage Site Management

The first part of the module provides students an insight into the working environment and daily tasks of a heritage site manager based on a review of selected site management systems and site management plans, the visit of a heritage site management unit and the analysis of the different tasks at hand and capabilities required. In light of this information students will be enabled to more successfully visualize their prospect professional profiles and perhaps specializations and learn which set of qualifications the different component modules offer for the heritage site management tasks at hand.

Part 2: Lecture

International Standards in Heritage Site Management

The second part of this module provides a basic introduction to the international key terminologies and references for heritage site management. Based on policy and standard-setting documents as well as practical references of sites managed successfully, the introduction will enable students to competently participate in professional discussions on heritage site management and understand the standards set and applied by international organizations and institutions, such as UNESCO, ICOMOS, ICCROM and other partners. In this context, the module content is regularly updated to enable introducing the latest developments in international guidelines and recommendations for heritage management.

By the end of the module, the student will be able to:

- Understand the professional profile, responsibilities and activities of heritage site managers
- Understand how the different modules and courses offered in "Heritage Conservation and Site Management" relate to a site manager's daily working environment
- Assess their own prior qualifications and experiences in relation to this professional field and identify shortcomings and needs that should be acquired
- Know the basic steps and processes required to manage an archaeological heritage site and be familiar with the key personnel qualifications required for different tasks
- Use established heritage management terminology defined in international standard-setting instruments and be familiar with definitions of key terms and tools in heritage management

	• Identify resource materials which can assist with different heritage management tasks as well as international bodies providing expertise in this area • Evaluate the management effectiveness at heritage sites and develop suggestions for improving management processes
Contents:	The module will focus on the following contents: Part 1: *Understanding Heritage Site Management* • Components and processes in heritage site management • Disciplines involved in heritage site management • Key skills of the heritage site manager • Skills and experience to be acquired in theory and practice • Protection, management and administration: three components of heritage site management • Management systems and management plans • Introduction to strategic site management frameworks Part 2: *International Standards in Heritage Site Management* • The historic development of heritage site management • Historic international standards for site management • Contemporary international standards • Key policy documents for site management • Terminology and standards • Steps and processes in establishing site management systems and plans • Effectiveness in heritage site management • Evaluation successes and shortcomings in heritage site management
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: lectures, one field visit, seminar discussions, student exercises and continuous self-analyses of student's background and career aims. Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	• UNESCO World Heritage Centre, ICCROM, ICOMOS & IUCN. *World Heritage Resource Manual on Heritage Management*. Paris: UNESCO, to be published in 2013. • Cleere, Henry. *Archaeological Heritage Management in the Modern World*. New York: Taylor and Francis, 2005. • Leask, Anna and Alan Fyall. *Managing World Heritage Sites*. Oxford: Butterworth-Heinemann, 2006. • UNESCO World Heritage Centre. *Operational Guidelines for the*

	Implementation of the World Heritage Convention. Paris: UNESCO, 2012.
	• Greffe, Xavier. "Heritage-related activities and the quest for efficiency". In *Managing Our Cultural Heritage*, 69-87. New Delhi: Aryan Books International, 2000.
	• Feilden, Bernhard M. and Jukka Jokilehto. *Management Guidelines for Cultural World Heritage Sites*. Rome: ICCROM, 1998.
	• Hockings, Marc, Sue Stolton, and Fiona Leverington. *Evaluating Effectiveness: A framework for Assessing Management Effectiveness of Protected Areas*. Gland: IUCN, 2006.
	• UNESCO World Heritage Centre, United Nations Foundation, and IUCN. *Enhancing our Heritage Toolkit: Assessing Management Effectiveness of Natural World Heritage Sites*, Paris: UNESCO, 2008.
Assessment Mode:	Part 1: *Understanding Heritage Site Management* Written essay (2000 words) Part 2: *International Standards in Heritage Site Management* Oral individual or group exam
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.
Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	Mandatory module
Module Components:	Understanding Heritage Site Management International Standards in Heritage Site Management

Principles of Tourism and Visitor Management

Module Code:	HCSM - 131
Module Title:	**Principles of Tourism and Visitor Management**
University/Faculty:	Helwan University/Faculty of Tourism and Hotel Management
Responsible Staff Member:	Prof. Dr. Mayada Belal
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every winter semester

Credits:	6 ECTS
Learning Outcomes:	Rationale: This module aims to provide a comprehensive introduction to the tourism industry which is considered as being an economic activity of global significance. It will focus on the impact of tourism on economy, community, and environment. Topics like tourism and tourist definitions, supply and demand in tourism, sustainable tourism and types of tourism will also be covered. The course also emphasizes on the attitudes of tourists at different tourist destinations. Moreover, the module seeks to develop students' understanding of issues, tools and strategies in visitor management. It introduces dimensions of visitor management and outlines principles and approaches to the management of visitors at different scales focusing on heritage areas. Finally, significant aspects of visitor management, namely interpretation and visitor learning, orientation and place making, cross-cultural and social interactions are also discussed. By the end of the module, student will be able to: • develop knowledge about the global magnitude of tourism, • recognize the essential tourism definitions and concepts, • identify different forms and types of tourism, • understand the economic, socio-cultural, and environmental impacts of tourism, • establish a vision on tourism demand and supply, • categorize tourists by their attitudes at tourist destinations, • critically assess and evaluate various approaches to visitor management, • identify strategies and tactics for managing high levels of use, • understand information and interpretation management approaches, • recognize the impact of cross-cultural and social interactions on both visitors and host community, • develop knowledge about visitor management of culturally sensitive sites, • use innovative thinking and creative skills in the context of the tourism business and visitor management.

Contents:	The module will focus on the following contents:
	
	• An overview of the tourism industry
	   - The foundation of tourism
	   - The definitions used in tourism industry
	   - Tourism demand and supply
	   - The positive and negative impacts of tourism
	   - Sustainable tourism
	   - Tourist attitudes and behaviour
	   - The types and forms of tourism
	
	• An overview of visitor management

	- Issues, tools, and strategies in visitor management - Dimensions of visitor management - Principles and approaches to the management of visitors - Restrictions on the use level - Interpretation and visitor learning - Cross-cultural and social interactions - Managing the challenges of tourism in heritage areas
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of methods such as: • Power Point Presentation: summarizes key issues in the assigned chapters and is supplemented with additional readings or Internet sources to provide broader subject matter application. • Reading Assignments: including some textbook chapters in each course unit. • Ask the Professor: This communication forum provides students with an opportunity to ask his/her professor general or course content related questions. • Student Break Room: This communication forum allows for casual conversation with student classmates. Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	• Shackley, Myra, ed. *Visitor Management: Case Studies from World Heritage Sites.* Oxford: Butterworth-Heinemann, 2012. • Goeldner, Charles, and Brent Ritchie. *Tourism: Principles, Practices, Philosophies.* New Jersey: John Wiley & Sons, Inc., 2009. • Mathieson, Alister, and Geoffrey Wall. *Tourism, Economic, Physical, and Social Impacts.* London and New York: Longman, 1982. • Grinder, Alison, and Sue McCoy. *The Good Guide A Sourcebook for Interpreters, Docents and Tour Guides.* Scottsdale: Ironwood Publishing, 1985. • Mason, Peter. "Visitor Management in Protected Areas: From 'Hard' to 'Soft' Approaches". *Current Issues in Tourism* 8, no 2 and 3 (2005): 181-194. • Leask, Anna. "Progress in Visitor Attraction Research". *Tourism Management* 31 (2010): 155-166. • De Rojas, Carmen, and Carmen Camarero. "Visitors' Experience, Mood, Satisfaction in a Heritage Context: Evidence from an Interpretation Center". In *Tourism Management 29* (2008), 525-537.
Assessment Mode:	Assessed Coursework may involve (but is not limited to):

	• Written Exam • Written assignments • Participation in work groups.
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.
Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	Mandatory module
Module Components:	Principles of Tourism Visitor Management

2nd Semester – BTU Cottbus

Heritage Conservation

Module Code:	HCSM - 211
Module Title:	**Heritage Conservation**
University/Faculty:	BTU Cottbus/2 - Architecture, Civil Engineering and Urban Planning
Responsible Staff Member:	Prof. Dr. Leopold Schmidt
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every summer semester
Credits:	6 ECTS
Learning Outcome:	The module will allow the students • to enhance their skills in analysing historic buildings and structures in order to consider their values, • to map out strategies regarding planning for historic buildings and building in context.
Contents:	There are two separate lecture series, the one providing basic knowledge about preservation of historic buildings and the other examples for different strategies regarding planning for historic buildings and for building in historic context. The presented methods in the field of architectural conservation are then discussed in seminars. The students write a paper in which they analyse and discuss examples of the way in which historic buildings have been converted.
Recommended Prerequisites:	None
Mandatory	None

Prerequisites:	
Forms of Teaching and Proportion:	Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Materials and Literature:	The bibliography will be presented in class.
Assessment Mode:	Participation in written test as module examination. The mark is weighted as follows: 60 % for the written test, 40 % for the oral contribution.
Withdrawal from Examination:	Until the end of the seventh week of the lecture period
Part of the Study Programme:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Architectural Conservation Building in Context

Building Archaeology

Module Code:	HCSM - 212
Module Title:	**Building Archaeology**
University/Faculty:	BTU Cottbus/2 - Architecture, Civil Engineering and Urban Planning
Responsible Staff Member:	Prof. Dr.-Ing. Klaus Rheidt
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 semester

Frequency of Offer:	Every summer semester
Credits:	6 ECTS
Learning Outcome:	The module will allow the students to acquire: • competence in methodology of architectural survey • ability to analyse historical buildings, fabric, and construction.
Contents:	Introduction to architectural survey methods. Introduction to documentation methods and building information systems.
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Lecture: 2 hours per week per semester Workshop: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Materials and Literature:	The bibliography will be presented in class.
Assessment Mode:	Presentation of the workshop results
Withdrawal from Examination:	Until the end of the seventh week of the lecture period
Part of the Study Programme:	Joint Master in Heritage Conservation and Site Management
Remarks:	GTA1-3
Module Components:	Lecture: Building Archaeology Workshop: Building Archaeology

Urban and Regional Planning

Module Code:	HCSM - 213
Module Title:	**Urban and Regional Planning**
University/Faculty:	BTU Cottbus/2 - Architecture, Civil Engineering and Urban Planning
Responsible Staff Member:	N.N.
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every summer semester
Credits:	6 ECTS
Learning Outcome:	This module will allow students: • to understand the main strategic concepts, analytical methods and planning tools required in urban and regional planning • to analyse urban structures and functions • to understand the concept of historic urban landscapes • to identify the factors influencing urban change • to understand the impact of urban development on heritage sites and local communities • to develop urban strategies for the protection and valorisation of archaeological heritage.
Contents:	The module will focus on the following contents: • main concepts and approaches to urban and regional planning • identification of the urban/regional profile (environmental, physical, social, demographic, economic, cultural setting) • stakeholder analysis and participatory approaches to urban and regional planning • historic urban landscape approach • urban and regional planning tools and methodologies • urban change and trends in urban development • impact of urban development on heritage sites • models for successful integration of archaeological sites in urban and regional plans.

Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Materials and Literature:	The bibliography will be presented in class.
Assessment Mode:	Presentation and written elaboration of a topic related to the course as well as participation in the seminars
Withdrawal from Examination:	Until the end of the seventh week of the lecture period
Part of the Study Programme:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Lecture: Urban and Regional Planning Seminar: Urban and Regional Planning

Strategic Planning and Site Management Plans

Module Code:	HCSM - 221
Module Title:	**Strategic Planning and Site Management Plans**
University/Faculty:	BTU Cottbus/ 2-Architecture, Civil Engineering and Urban Planning
Responsible Staff Member:	Dr. Britta Rudolff
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every summer semester

Credits:	6 ECTS
Learning Outcomes:	Rationale: Successful management is the basis for the sustainable use and preservation of cultural heritage sites. This module provides students with the necessary tools to develop strategic management frameworks and management plans for cultural heritage sites designated at national or international level as well as other places of cultural and/or natural significance. Part 1: Lecture/Seminar *Introduction to Strategic Planning* Heritage site management is not only based on continuing administrational procedures but should ideally be guided by a long-term visions as well as short and medium term strategic objectives. Often the first task of a heritage management is the creation of a vision, value statement, mission and strategic objectives and this part of the module provides the theoretical tools which will be exercised on the basis of practical case study examples to enable the student to guide such a process. Part 2: Lecture/Seminar *Heritage Site Management Plans* This second component of the module introduces to strategic management processes in management planning for cultural heritage sites and outlines the requirements for site management plans. It also gives students the opportunity to consider site management for specific case studies and reflect on the steps necessary for the preparation and implementation of management strategies and actions. Students will be enabled to understand and analyse decision-making processes required to arrive at strategic management objectives and action plans for specific heritage sites, and review existing management plans to evaluate their capacity to guide successful site management. By the end of the module, the student will be able to: • Understand the benefit of strategic planning for heritage sites • Develop visions, missions and value statements for heritage site management processes • Design strategic objectives for site management and develop these into strategies and action plans • Develop monitoring indicators and frameworks to allow for quality assurance of site management plans • Assess the contents of site management plans and judge their capacity to provide for effective management mechanisms • Draft management plans for archaeological heritage sites
Contents:	The module will focus on the following contents: *Introduction to Strategic Planning*

	• Processes in strategic planning • SWOT and other analysis methods • Stakeholder consultation • Drafting of vision • Value statement • Mission • Strategic objectives for heritage management planning • Integrated planning including land-use and zoning • Quality assurance and monitoring indicators *Heritage Site Management Plans* • Management Plan Components • Management Plan Formats • Translating challenges into strategies • Best practice management plans • Analysis of management plans
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: Lectures, Seminar discussion, self-guided study and research, student exercises and group work. Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	• Feilden, Bernhard M., and Jukka Jokilehto. *Management Guidelines for Cultural World Heritage Sites*. Rome: ICCROM, 1998. • HerO (Scheffler, Nils). *Cultural Heritage Integrated Management Plans: Thematic Report* 4. Brussels: European Union, 2010. • Ringbeck, Birgitta. *Management Plans for World Heritage Sites. A Practical Guide*. Bonn: German UNESCO Commission, 2008. • Fitzroy, Peter, James M. Hulbert, and Abby Ghobadian. "Creating Future Direction". In *Strategic Management: the Challenge of Creating Value*, 252-291. Oxon: Routledge, 2012. • Karpati, Thomas. *Management of World Heritage Sites. The Management Plan as an Effective Tool for the Safeguarding of Heritage*. Saarbrücken: VDM Verlag, 2008.
Assessment Mode:	Part 1:Lecture/Seminar *Introduction to Strategic Planning* Draft vision, and strategic management objectives (max. 500 words) Part 2: Lecture/Seminar *Heritage Site Management Plans* Oral group examination
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.

Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Introduction to Strategic Planning Heritage Site Management Plans

Heritage Legislation

Module Code:	HCSM - 222
Module Title:	**Heritage Legislation**
University/Faculty:	BTU Cottbus/2-Architecture, Civil Engineering and Urban Planning
Responsible Staff Member:	Dr. Britta Rudolff
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every summer semester
Credits:	6 ECTS
Learning Outcomes:	Rationale: This module familiarizes the student with legal references and procedures relevant for heritage management, in particular the international legal standard-setting instruments which assist and promote the protection of cultural heritage. Students will acquire understanding of legal terms and standard formulations and learn how to utilize international instruments for heritage protection at the national and local level. Part 1: Lecture *International Cultural Heritage Legislation* International Conventions are essential policy and strategy tools in the field of cultural heritage, which bind member states of regional and international organizations to defined principles and cooperated action. This course considers some of the most important international conventions and legal standards in the protection of cultural heritage and considers the processes and principles that led to the drafting and adoption of these standard-setting instruments. The course communicates a basic understanding of the essential canon of

	international cultural heritage legislation and allows participants to comprehend their key functions and use their key terminologies.
	Part 2: Seminar
	Procedures and processes of the UNESCO World Heritage Convention
	The 1972 Convention for the Protection of the World Cultural and National Heritage (World Heritage Convention) has become a keystone instrument in the protection and management of cultural heritage sites. This component will give an overview into the drafting and adoption of the World Heritage Convention, analyse the core concepts applied and aims to understanding the required components of its World Heritage Listing activities and the legal procedures that guide these.
	By the end of the module, the student will be able to:
	• Understand the content and scope of application of the most important standard-setting instruments for heritage • Utilise legal terminology in professional discussions • Understand the legal protection status of heritage sites • Understand the basic legal references of the World Heritage Convention • Apply procedure of the World Heritage Convention required for heritage listing processes • Consider the relevance and applicability of national and international heritage legislation • Participate in drafting committee for legal amendments
Contents:	The module will focus on the following contents:
	International Cultural Heritage Legislation
	• Introduction to international treaties • Declaration and Convention • 1954 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict • The Hague and its two protocols • 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property • 1982 Mexico City Declaration on Cultural Policies, World Conference on Cultural Policies, Mexico City • 2001 UNESCO Convention on the protection of the Underwater Cultural Heritage • 2003 UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage • 2005 Council of Europe Framework Convention on the Value of Cultural Heritage for Society, Faro
	Procedures and processes of the UNESCO World Heritage Convention
	• Framework of the World Heritage Convention

	- Operational Guidelines for its implementation - Rules of Procedures of UNESCO organs - Nomination formats - Criteria, authenticity and integrity - Periodic Reporting - State of Conservation Reports - International Assistance Requests
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: lectures, seminar discussions, self-guided study and research, student exercises and work groups. Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	"Convention for the Protection of Cultural Property in the Event of Armed Conflict". In *Final Act of the Intergovernmental Conference on the Protection of Cultural Property in the event of Armed Conflict*. The Hague, 1954. *Protocol to the Convention for the Protection of Cultural Property in the Event of Armed Conflict*. The Hague, 1954. *Second Protocol to the Hague Convention of 1954 for the Protection of Cultural Property in the Event of Armed Conflict*. The Hague, 26 March 1999. "Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property". In *UNESCO: Records of the General Conference, sixteenth session*, 130-136. Paris: UNESCO, 1970. *UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects*. Rome, 24 June 1995. - Batisse, Michel. "Recollections of a (conventional) marriage". In *The Invention of World Heritage*, 13-42. Paris: Association of former Paris: UNESCO Staff Members, 2005. - Bolla, Gerard. "Episodes of a painstaking gestation". In *The Invention of World Heritage*, 67-94. Paris: Association of former Paris: UNESCO Staff Members, 2005. - UNESCO. *Convention concerning the Protection of the World Cultural and Natural Heritage*. Paris: UNESCO, 16 November 1972. - UNESCO. *Operational Guidelines for the Implementation of the World Heritage Convention*. Paris: UNESCO World Heritage Centre, 2012. - UNESCO. *Mexico City Declaration on Cultural Policies, World Conference on Cultural Policies*. Mexico City: UNESCO, 1982. - UNESCO. *Convention on the Protection of the Underwater Cultural Heritage*. Paris: UNESCO, 2001.

	• UNESCO. *Convention for the Safeguarding of the Intangible Cultural Heritage*. Paris: UNESCO, 2003. • Council of Europe. *Convention on the Value of Cultural Heritage for Society*. Faro, 2005.
Assessment Mode:	Part 1: *International Cultural Heritage Legislation* Written exam Part 2: *Procedures and Processes of the UNESCO World Heritage Convention* Draft of a Tentative List proposal or State of Conservation Report
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.
Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	International Cultural Heritage Legislation Procedures and processes of the UNESCO World Heritage Convention

Fundraising and Financing for Heritage

Module Code:	HCSM - 223
Module Title:	**Fundraising and Financing for Heritage**
University/Faculty:	BTU Cottbus/2-Architecture, Civil Engineering and Urban Planning
Responsible Staff Member:	Dr. Britta Rudolff
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every summer semester
Credits:	6 ECTS
Learning Outcomes:	Rationale: Students will acquire a set of basic skills in budgeting, financial management and fundraising, which will allow them to estimate and acquire budgets, manage financial processes as part of project management and accompany their financial audits. In this context the course emphasizes standard budgeting and financial administration

	requirements of governmental systems, international organizations and major donor organizations for cultural heritage (EU, World Bank etc) and raises student's awareness concerning the most generally applied mechanism for the provision of financial statements, cash flow calculations, financial feasibility studies and cost-benefit analysis.
	Part 1: Lecture *Financing for Heritage Management* Students will gain familiarity with the key-concepts, terminologies and procedures of financial management as relevant to heritage management projects. On the basis of exercises and scenarios, students will gain experience in budget estimation and allocation, budget structures and cost categories, accounting and financial reporting, as well as better understanding of cost analysis, tendering and auditing procedures. **Part 2: Seminar** *Fundraising for Cultural Heritage* In the course on fundraising for cultural heritage students will be introduced to the legal frameworks and ethics of fundraising activities in different regions and contexts, including varying definitions of charitable organizations and purposes. They will understand the application requirements of major donor organizations in the cultural heritage field, but will also acquire competence to develop individual fundraising campaigns and understand different aspects of philanthropy, private investments, donor behaviour and incentive models. By the end of the module, the student will be able to: • Utilize a basic set of budgeting and cost calculation methods relevant for site managers • Understand different fundraising strategies, entrepreneurship models and philanthropy • Prepare financial statements, cash-flow charts and financial feasibility studies • Undertake cost-benefit analysis • Manage financial processes as part of project management • Understand and prepare financial audits, both in governmental and non-governmental frameworks • Know application procedures and requirements of the major international donor institutions for cultural heritage projects • Launch fund-raising campaigns for heritage projects
Contents:	The module will focus on the following contents: *Financing for Heritage Management* • Introduction to Heritage Financing • Budget estimation and allocation • Budget structures and cost categories • Accounting and financial reporting

	- Auditing procedures - Financial feasibility Studies - Cost-benefit analysis - Cash-flow estimation *Fundraising for Cultural Heritage* - Legal frameworks and ethics of fundraising - Charitable organisations - Donor organisations and grants for heritage projects - Grant application formats - Fund raising initiatives and campaign - Philanthropy - Donor behaviour and expectations - Tax deduction and incentive schemes
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: lectures, seminar discussions, self-guided study and research, student exercises and work groups. Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	- Rypkema, Donovan, Caroline Cheong, and Randall Mason. *Measuring Economic Impacts of Historic Preservation: A Report to the Advisory Council on Historic Preservation*, 2011. - Preservation Alliance for Greater Philadelphia. *The Economic Impact of Historic Preservation in Philadelphia*. Updated Final Report. Preservation Alliance for Greater Philadelphia, Econsult Corporation, 2010. - Piché, Michel, "Planning and budgeting in non-profit organizations". *CMA Management* 22 (March 2009): 22-27. - UNESCO: *Policy Guidance Manual for International Public Sector Accounting Standards*. Paris: UNESCO, 2009. - Weinstein, Stanley. "Five Major Fundraising Principles". In *The Complete Guide to Fundraising Management*, 1-6. Hoboken: John Willey & Sons, 2009.
Assessment Mode:	Part 1: *Financing for Heritage Management* Written test Part 2: *Fundraising for Cultural Heritage* Concept of fundraising campaign or grant application
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.

Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Financing for Heritage Management Fundraising for Cultural Heritage

Heritage Impact Assessments

Module Code:	HCSM - 224
Module Title:	**Heritage Impact Assessments**
University/Faculty:	BTU Cottbus/4-Environmental Sciences and Process Engineering
Responsible Staff Member:	Prof. Dr. Dr.h.c. (NMU Dnepropetrovsk) Michael Schmidt
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every summer semester
Credits:	6 ECTS
Learning Outcomes:	Rationale: Heritage Impact Assessments (HIA) have recently been established as a heritage-focused addition to the cultural and social impact assessments traditionally undertaken as part of Environmental Impact Assessments (EIA). HIAs are centered on the heritage significance and value which may be affected by a proposed development project and are conducted whenever a proposed intervention is likely to negatively impact a heritage site. While HIAs continue to build on established concepts and procedures in EIAs, they have also developed specialized approached which are uniquely tailored to the qualitative aspects threatened in heritage sites. Part 1: Lecture/seminar *Processes and Methodologies: EIA and HIA* Based on the approaches established for Environmental Impact Assessments, students will be introduced to the consecutive phases required for informed impact assessments, ranging from screening, scoping and baseline development to definition of methodologies for impact assessments and evaluation of type, scale and severity of

	impact. This part will also provide an outline of methods used in the consideration of mitigation and adaptation proposals as well as development management and watch-briefs required for project implementation. Part 2: Seminar *Heritage Impact Assessments in Practice* In the second component of the module the theoretical approaches, methods and processes will be applied to specific impacts and case studies. Existing impact assessments for different projects shall guide students in understanding threats and related impact types which predominantly affect cultural heritage sites. Emphasis will be given to excavation and mining, visual impacts of high and disproportionate construction, noise and air pollution, vibration and compaction as well as mass tourism and socio-economic changes in historic fabric. By the end of the module, the student will be able to: • Understand the processes applied for EIA and HIA • Conduct scoping and screening for HIA • Understand the requirements of baseline studies • Develop methodologies for impact assessment • Arrive at conclusions of the appropriateness and feasibility of specific project proposals based on impact findings • Judge scale and severity of different impact phenomena • Develop recommendations concerning mitigation and adaptation measures.
Contents:	The module will focus on the following contents: *Processes and Methodologies: EIA and HIA* • history and development of EIA • legal context of EIA (NEPA, Directive 85/337/EEC and update 97/11/EC) • history and development of HIA • EIA and HIA processes – screening, scoping, baseline, impact assessment, impact statements • public participation, decision making and monitoring • stakeholders: the developer, the planning authorities or equivalent, the consultant, the regulators, the public • methods for identification of impacts and their significance (checklists, matrices, networks, map overlays etc.). *Heritage Impact Assessments in Practice* • the UNESCO/ICOMOS guidelines for Heritage Impact Assessments • specific threats to cultural heritage sites • definition of impact categories based on specific threats • excavation and mining • visual impact assessment • noise and air pollution

	• socio-economic impacts • gentrification • impacts of mass tourism
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: lectures, seminar discussions, self-guided study and research, student exercises and work groups. Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	• ICOMOS. *Guidance on Heritage Impact Assessments for Cultural World Heritage Properties*. Paris: ICOMOS, 2011. • Lambert, D. *Impacts of Subsidence Resulting from Underground Mining on an Aboriginal Rock Art Site near Bulli*, 13-23. Canberra: AICCM, Canberra, 1988. • Canter, Larry W. *Environmental Impact Assessment*. 2nd ed. McGraw-Hill Inc. Series in Water Resources & Environmental Engineering, 2006. • Glasson J., R. Therivel, and A. Chadwick. *Introduction to Environmental Impact Assessment*. 3rd ed. London: Routledge, 2005. • Morris P., and R. Therivel, eds. *Methods of Environmental Impact Assessment*. 2nd edition. London: Spon Press, 2001. • Petts J., ed. *Handbook of Environmental Impact Assessment*. Volume 1: *Environmental Impact Assessment: Process, Methods and Potential*. Volume 2: *Environmental Impact Assessment in Practice: Impact and Limitations*. Oxford: Blackwell Science Ltd., 1999. • Schmidt M. et al., eds. *Standards and Thresholds for Impact Assessment. Environmental Protection in the European Union*, Volume 3. Heidelberg: Springer, 2008. • Girard, François, et al. "The Impact of Visitors on European Cathedrals". In *Proceedings of the ICOMOS UK European Conference, Canterbury, University of Kent, 27th-30th March 1990*. Canterbury: ICOMOS UK, 1990. • ICOMOS International Cultural Tourism Committee, "Impact of Mass Tourism on Historic Villages: Identifying Key Indicators of Tourism Impact". In *Proceedings of the ICOMOS Asia-Pacific Regional Meeting and ICOMOS International Cultural Tourism Committee Workshop, Seoul and Andong, 10-13 June 2006*. Seoul: ICOMOS, 2006. • The Landscape Institute. *Guidelines for Landscape and Visual Impact Assessment*. London: Spon Press, 2002.
Assessment Mode:	Regular attendance of seminars is mandatory. A final grade is only given if the grading of all module components are

	at least 'passed'.
	Examination components: presentation during seminars, written essay (ca. 2500 words) and oral exam.
	The final grade is calculated as follows: 25 % presentation, 25 % essay, 50 % oral exam.
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.
Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Lecture/seminar: Processes and Methodologies: EIA and HIA Seminar: Heritage Impact Assessments in Practice

Museum Architecture and Exhibition Design

Module Code:	HCSM - 231
Module Title:	**Museum Architecture and Exhibition Design**
University/Faculty:	BTU Cottbus/ 2-Faculty of Architecture, Structural Engineering and Urban design
Responsible Staff Member:	Prof. Dr.h.c. Wolfgang Schuster
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every summer semester
Credits:	6 (ECTS)
Learning Outcomes:	This module aims to convey knowledge regarding different types of museums. Museum architecture has to be related to the different types of collections. Paintings have to be stored and displayed in climate conditions different than those for drawings, photos or wooden sculptures. Natural or artificial light not only influences the conservation issues of artefacts, but is also an instrument of orientation and guides visitors. Museums are not only buildings which serve the artefacts; they are also structures which function as marketing objects, landmarks or structural social elements that reanimate historical quarters or initiate new urban developments. Contemporary museums are not only showrooms; they also have to act as research and

	education centres, or as event spaces and - with their museums shops – to create a life style magazine.
	In addition to permanent exhibitions, museums also include halls in which temporary exhibitions display with different topics and change accordingly. Therefore, contemporary systems like vitrines, pedestals, flexible walls, flexible illuminations and open structures are needed to prepare these exhibitions and to reflect specific themes and artefacts.
	By the end of the module, students will be able: - To read architectural drawings and plans - To identify different types of museums in their urban context - To evaluate different services for visitors, researchers, staff and guided tours - To gain comprehensive understanding of security systems and the so called passive security - To use the most important terms of architecture to communicate with experts - To estimate the relation between the number of artefacts and the needed space - To evaluate the technical equipment for the different topics of exhibitions - To develop an exhibition lay-out.
Contents:	The module will focus on the following contents: - Styles of architecture - Building materials, their psychological and technical impact - Technical terminology - Technical equipment - How to organize an exhibition
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: lectures, action learning sets, presentations, regular site visits to different types of museums, excursions to different exhibitions. Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Materials and Literature:	• Van Uffelen, Chris. 2010. *Museum Architecture. Potsdam. Ullmann* • Neufert, Ernst, 2012. *Architects data*. New York. John Wiley & Sons • Alexander, Edward and Mary Alexander. 2008. *Museums in Motion. An Introduction to the History and Functions of Museums.* Plymouth: Altamira Press.

	• Werner, Frank R. u.a. 1999 "In-Between". Stuttgart. König
Assessment Mode:	Assessed Coursework may involve (but is not limited to): • Written assignment • Reports • Reviews • Participation in work groups
Withdrawal from Examination:	Until the end of the seventh week of the lecture period
Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Lecture/Seminar: Museum Architecture Lecture/Seminar: Exhibition Design

Case Study 1

Module Code:	HCSM - 201
Module Title:	**Case Study 1**
University/Faculty:	BTU Cottbus/2-Architecture, Civil Engineering and Urban Planning
Responsible Staff Member:	N.N.
Recommended Placement in the Study Plan:	Master 1st year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every summer semester
Credits:	12 ECTS
Learning Outcome:	This module will enable students to apply the skills and knowledge they have acquired from the courses of the Heritage Conservation and Site Management programme into the context of a specific

	archaeological site.
	Students will be able to carry out in-depth analysis on a chosen topic in relation to an archaeological site. The interdisciplinary approach will allow them to examine the site not in an isolated context, but in relation to a wide range of stakeholders. Students will learn how to identify threats and opportunities, as well as how to plan and prioritize project tasks. The study project will enable students to develop, through individual and team work, innovative concepts and strategies for the protection and promotion of archaeological sites.
	Students will develop skills and competencies that are required in heritage projects: scientific research and analysis skills, communication skills, problem-solving skills, competencies for concept development and project management.
Contents:	The case study will have an interdisciplinary approach and will focus on a wide range of topics in the three main study areas of the curriculum: Site and Conservation; Site Management; Visitor Management and Information. The project must be completed within one semester, during which the students are expected to acquire and enhance the knowledge of the subject by means of intensive research both in class and in the course of independent work (group and individual). By the end of the semester, students are expected to develop their own approaches and ideas for particular topics related to the project. Elaborated strategies, guidelines and ideas have to be presented in a final report.
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	The study project combines various teaching and learning methods, which may include: seminars, lectures, individual study, group work, workshops, presentations, field trips, work with relevant databases, interviews, research. Lecture: 2 Hours per Week per Semester Workshop/Seminar: 6 Hours per Week per Semester Self-organised studies: 240 Hours
Teaching Materials and Literature:	The bibliography will be presented in class
Assessment Mode:	Students are encouraged to develop a specific plan for the project. Throughout the semester, regular attendance of weekly seminars/lectures and group meetings is demanded, alongside with

| | timely submission of individual assignments and participation in field trips, in case these are foreseen by the schedule.

At the end of the Study Project, each student is expected to produce a final report (based either on the results of group work, or of individual research). This report should contain all the necessary information about the project with an overview of each participant's individual aims and achieved results. In case of group work, contribution and corresponding workload covered by every student should be clearly indicated. |
|---|---|
| Withdrawal from Examination: | Until the end of the seventh week of the lecture period |
| Part of the Study Programme: | Joint Master in Heritage Conservation and Site Management |
| Remarks: | Mandatory module |
| Module Components: | Case Study 1 |

History and Civilisation

Module Code:	HCSM 311
Module title:	**History and Civilisation**
University/Faculty:	Helwan University/Faculty of Tourism and Hotel Management
Responsible Staff Member:	N.N.
Recommended Placement in the Study Plan:	Master 2nd year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every winter semester
Credits:	6 ECTS
Learning Outcomes:	By the end of the module, students will be able: • to construct meaningful interpretations through analysis of relevant historical evidence; • to evaluate and synthesize conflicting historical evidence to construct persuasive historical arguments; • to understand and develop historical thinking, which involves the ability to identify, describe and evaluate evidence about the past from diverse sources; • to gain the ability to extract useful information, make supportable inferences and draw appropriate conclusions from historical evidence; • to learn and assess the different factors that led to the formation of different world civilizations; • to gain understanding of the diversity of areas, regions and types of societies that acted as a major factor for the development of world civilizations; • to gain the ability to identify, analyse and evaluate the relationships between multiple historical causes and effects, and relating those to current events; • to learn how to recognize instances of historical patterns of continuity and change over time; • to compare the diverse histories of different regions across large time span and examine the impact of global processes on diverse regions; • to attempt to answer the question of how similar and how different

	were historical changes in different parts of the world.
Contents:	The module will focus on the following contents: • An introduction about pre-historic eras of the world • An overview of the factors affecting the formation and the development of ancient civilizations • History and civilization of the Mediterranean region: Egypt, Greece, Italy • History and civilization of the Near East region: Iraq, Iran • History and civilization of the Far East region: China, India • History and civilization of the Western Hemisphere: Europe, The Americas • Study of the social, economic, religious and military aspects of each of the above mentioned world regions.
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: lectures, action learning set, presentations, audio-visual aids, etc. Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	• Brummet, Palmira, et al. *Civilization Past and Present*. New York: Pearson/Longman, 2002. • Stearns, Peter. *Western Civilizations in World History*. New York: Routledge, 2003. • Snell, Daniel. *A Companion to the Ancient Near East*. Oxford: Blackwell Publishing, 2005. • Adler, Philip, and Randall Pouwels. *World Civilizations*. Boston: Wadsworth Publishing, 2011.
Assessment Mode	Assessed Coursework may involve (but is not limited to): • Written Exam • Written assignment • Participation in work groups.
Withdrawal from Examination:	Until the end of the seventh week of the lecture period
Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	History and Civilisation

Human Resources Management

Module Code:	HCSM 321
Module title:	**Human Resources Management**
University/Faculty:	Helwan UniversityFaculty of Tourism and Hotel Management
Responsible Staff Member:	N.N.
Recommended Placement in the Study Plan:	Master 2nd year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every winter semester
Credits:	6 ECTS
Learning Outcomes:	This module will focus on key aspects of the human resource management process that support productive, efficient, and effective employees. Emphasis will be on how managers select, hire, develop, and retain employees. These areas include recruitment and selection, orientation and training, development, retention and turnover. The module will conclude with a discussion of current human resource challenges that all levels of managers are faced with every day. Participants will be involved in role plays in order to gain added insight into these common management functions.

By the end of the module, students will be able:

- to gain an understanding of the areas that are included under the umbrella of human resource function in organizations;
- to establish a vision for human resources management in successful and competitive organizations;
- to understand the roles and responsibilities of human resources management;
- to become familiar with the selection methods that companies use when hiring employees and their relative level of effectiveness in predicting employee performance;
- to learn the different methods of interviewing qualified job applicants and how to rate their responses;
- to gain understanding of the importance of orientation and socialization of employees;
- to learn the purpose and criteria of effective performance appraisal methods;
- to learn theories of motivation and how they are applied in organizations;
- to understand how to overcome the challenges of managing today's workforce;

	• to discuss and apply the principles and policies of the systems and processes for developing and managing different types of staff.
Contents:	The module will focus on the following contents: • Overview of Human Resource Management process; • Recruitment and Selection: recruitment sources, recruitment procedures, working hours and schedule, employment interview; • Induction and Training: induction program, training policy, training obstacles; • Development: pay and benefits, promotion opportunities, motivation, theories and applications in workplace, involvement/staff voice, performance appraisal; • Retention and turnover: social relations, treatment and discrimination, job security, integration and trust; • Legal issues in Human Resource Management.
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: lectures, action learning sets, presentations , SCL, etc. Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	• Dessler, Gray, and Biju Vakkey. *Human Resource Management.* New York: Pearson, 2010. • Armstrong, Michael. *Armstrong's Handbook of Human Resource Management Practice.* London: Kogan Page, 2012.
Assessment Mode:	Assessed coursework may involve (but is not limited to): • Written Exam • Written assignments • Participation in work groups.
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.
Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Human Resources Management

Event Management at Heritage Sites

Module Code:	HCSM 331
Module title:	**Event Management**
University/Faculty:	Helwan University/Faculty of Tourism and Hotel Management
Responsible Staff Member:	N.N.
Recommended Placement in the Study Plan:	Master 2nd year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every winter semester
Credits:	6 ECTS
Learning Outcomes:	By the end of this course students will be able to: • Identify the relationship between special events and tourism as one of the major industries; • Understand the theoretical background of managing special events; • Acquire the knowledge, skills and behaviour required for working professionally in special events; • Accomplish all the duties associated with managing special events; • Critically analyse the procedures required for organizing special events; • Develop a managerial plan for organizing different types of special events; • Design new events and set events national calendars; • Design sponsorship packages; • Work in a team; • Work under pressure and according to a tight timetable; • Use events as a promotional tool for tourism destination.
Contents:	The module will focus on the following contents: • The terminology used in special events • Managerial models for organizing conferences, exhibitions, and festivals • Procedures of selecting the event location, site, time, theme, and activities • Setting the event managerial team • Forming the event aims and objectives • Event financial plan • Designing sponsorship packages

	• Event marketing plan • Event HR plan (volunteers and paid staff members) • Logistics management • Event evaluation • Common wrong practices in organizing special events • Local and international case studies • Organizing tourism packages accompanying events.
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: Lectures – Field visits – Video presentations – Case Studies. Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	• Bowden, Glenn, et al. *Events Management*. Oxford: Butterworth-Heinemann, 2006. • Getz, Donald. *Event Studies: Theory, Research and Policy for Planned Events*. Oxford: Butterworth-Heinemann, 2007. • Foley, Malcom, David McGillivray, and Gayle McPherson. *Event Policy: From Theory to Strategy*. London: Routledge, 2012. • Shone, Anton, and Bryn Parry. *Successful Event Management*. Hampshire: Cingage Learning EMEA, 2012.
Assessment Mode:	Assessed Coursework may involve (but is not limited to): • Written exam • Written assignments • Presentations • Participation in work groups.
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.
Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Event Management

Interpretation and Presentation

Module Code:	HCSM 332
Module title:	**Interpretation and Presentation**
University/Faculty:	Helwan University/Faculty of Tourism and Hotel Management
Responsible Staff Member:	Prof. Dr. Maged Negm
Recommended Placement in the Study Plan:	Master 2nd year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every winter semester
Credits:	6 ECTS
Learning Outcomes:	By the end of this course students will be able to: • Define interpretation and presentation • Identify the basic principles of interpretation • Understand the consumer behaviours and culture • Learn how to better communicate with the audiences • Use different communication skills • Describe the value of strategic communication planning • Practice logistics and ethics of lecturing in public places.
Contents:	The module will focus on the following contents: • The nature of interpretation • Understanding the audience • Understanding the consumer visitor behaviours • The basic principles of interpreting and guiding • Models of interpreting • Using interpretation to manage natural based tourism • Can interpreting really make a difference? • Managing group behaviours • Strategies for managing a tour • Cultural sensitivity • Leadership skills and group psychology • Public speaking and presentation skills • Logistics and ethics of lecturing in public places • Body language • Case studies.
Recommended Prerequisites:	None
Mandatory	None

Prerequisites:	
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: Lectures – Video presentations – Case Studies. Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	• Tilden, Freeman. *Interpreting Our Heritage*. Chapel Hill: University of North Carolina Press, 1977. • Lewis, William. *Interpreting for Park Visitors*. Eastern Acorn Press, 1981. • Lingle Pond, Kathleen. *The Professional Guide: Dynamics of Tour Guiding*. John Wiley & Sons, 1993. • Veverka, John. *Interpretive Master Planning*. Helena, MT: Falcon Press, 1994.
Assessment Mode:	Assessed Coursework may involve (but is not limited to): • Written exam • Written assignments • Presentations • Participation in work groups.
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.
Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Heritage Interpretation

Heritage Marketing

Module Code:	HCSM 333
Module title:	**Heritage Marketing**
University/Faculty:	Helwan University/Faculty of Tourism and Hotel Management
Responsible Staff Member:	Prof. Dr. Ghada Hammoud
Recommended Placement in the Study Plan:	Master 2nd year course
Language of Teaching:	English
Duration:	1 semester

Frequency of Offer:	Every winter semester
Credits:	6 ECTS
Learning Outcomes:	Rationale:
	The module presents the scientific approach of marketing and the way of applying the marketing mix in the context of heritage and cultural sites. The module will help students acquire the necessary skills to acknowledge the public about cultural heritage. Through the different mix of marketing students will be able to carry out market segmentation and identify the target customer of heritage sites. The module will qualify students to establish marketing plans for cultural heritage and develop marketing material such as brochures, print advertisements, etc.
	By the end of the module, students will be able:
	• to understand the different definitions of marketing and the evolution of the marketing concepts including heritage marketing
	• to establish a vision for the marketing mix used in any successful campaign
	• to understand the concept of heritage marketing (quantitative and qualitative)
	• to examine how archaeological excavations can provide material for heritage marketing
	• to carry out market research related to heritage sites
	• to develop branding concepts for heritage sites
	• to understand the legal and historical contexts of marketing heritage
	• to discuss and apply the promotional mix in heritage marketing
	• to be acquainted with social media networks and new media options and their link with public relations and marketing at heritage sites
	• to build client relationship management.
Contents:	The module will focus on the following contents:
	• An overview of marketing concepts
	• The marketing mix
	• The promotional mix
	• Social media networking
	• Sales promotion
	• Personal selling
	• Public relations
	• Market research and surveys
	• Market segmentation and targeting
	• Psychology of heritage consumers
	• Positioning in the market place
	• Examples of marketing mix in practice via case studies
	• Current marketing problems facing heritage sites mangers

	• The legal and historical issues of marketing heritage • Competition analysis: Other near-by like attractions or sites with similar services and experiences. • Market creation (Student research) • Marketing campaign (Student research)
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: Lectures – Presentations – Action Learning Sets. Lecture: 2 hours per week per semester Seminar: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	• Boniface, Priscilla, and Peter Fowler. *Heritage and Tourism in 'The Global Village'*. London: Routledge, 1993. • Dibb Sally, and Lyndon Simkin. *Marketing Concepts: Techniques and Strategies.* London: Houghton Mifflin, 2002. • Rowan, Yorke, and Uzi Baram, eds. *Marketing Heritage. Archaeology and the Consumption of the Past.* Oxford: Altamira Press, 2004. • Horner, Susan, and John Swarbrooke. *Leisure Marketing: A Global Perspective.* Oxford: Elsevier Butterworth-Heinemann, 2005.
Assessment Mode:	Assessed Coursework may involve (but is not limited to): • Written exam • Written assignments • Presentations • Participation in work groups.
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.
Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Heritage Marketing

Heritage Information Technology

Module Code:	HCSM 334
Module title:	**Heritage Information Technology**
University/Faculty:	Helwan University/Faculty of Tourism and Hotel Management
Responsible Staff Member:	N.N.
Recommended Placement in the Study Plan:	Master 2nd year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every winter semester
Credits:	6 ECTS
Learning Outcomes:	In today's society the concept of cultural property has undergone a significant evolution that has covered areas larger and larger, physical and intangible. The development of ICT (Information and Communication Technology) and computerized systems in general, has in fact opened the possibility of transmission of knowledge once unimaginable, to make available virtual art exhibitions, 3D reconstructions of historical sites, data bases of assets heritage, and the like. This potential, however, often does not reach the public as it should and could.
	This module aims to provide students with skills that support the possible promotion of cultural heritage by using advanced digital technologies appropriately.
	On successful completion of this module students will be able:
	- to become familiar with heritage databases; - to apply geographic information system in heritage management; - to understand the challenges and implications of websites and Internet in heritage management; - to understand how to apply archaeological electronic surveys; - to discuss and apply computer applications in heritage conservation; - to understand the challenges and implications of virtual reconstruction of sites, buildings and landscapes; - to apply multimedia applications in heritage management; - to become familiar with electronic documentation of museum collection; - to analyse the challenges and implications of virtualisation of museums; - to understand computer graphics; - to map and monitor World Heritage Sites.

Contents:	The module will focus on the following contents: • Heritage databases • Geographic information system in heritage management • Website and Internet in heritage management • Archaeological electronic survey • Computer applications in heritage conservation • Virtual reconstruction of sites, buildings and landscapes • Multimedia applications in heritage management • Electronic documentation of museum collection • Virtualization of museum • Computer graphics • Mapping and monitoring of World Heritage Sites.
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: lectures, action learning sets, presentations, SCL, design labs and visits. Lecture: 2 hours per week per semester Seminar/Workshop: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	• Zhou, Mingyuan, Guohua Geng, and Zhongke Wu. *Digital Preservation Technology for Cultural Heritage*. China: Higher Education Press, Springer, 2012. • Sporleder, Caroline, Antal van den Bosch, and Kallopi Zervanou, eds. *Language Technology for Cultural Heritage: Selected Papers from the LaTeCH Workshop Series*. The Netherlands: Springer, 2011.
Assessment Mode	Assessed Coursework may involve (but is not limited to): • Written exam • Practical exercises • Research and documentation • Project workshops • Individual study • Written assignment • Participation in work groups.
Withdrawal from Examination:	Until the end of the seventh week of the lecture period
Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Heritage Information Technology

Introduction to Museology

Module Code:	HCSM 335
Module title:	**Introduction to Museology**
University/Faculty:	Helwan University/Faculty of Tourism and Hotel Management
Responsible Staff Member:	N.N.
Recommended Placement in the Study Plan:	Master 2nd year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every winter semester
Credits:	6 ECTS
Learning Outcomes:	Rationale: This module intends to introduce the students to the field of museology and to the contemporary museological discourse It is to address the history and the formation of the museums and cover a variety of topics such as early history of museums formation, types of museums exhibitions, collecting various social, economic, and intellectual functions of museums and implicit theories of art and history that structure modern day museums. By the end of this course students will be able: • to understand the history and function of museums of various types; • to understand the key concepts in museum studies; • to write and speak in a clear, coherent, and cohesive fashion, demonstrating an understanding of basic museological concepts, in all written and oral contexts; • to apply key concepts of museological discourse to analysis of exhibitions viewed both in-class and in the course of field trips; • to develop critical awareness of museum policy contexts affecting the management of natural, historical and built resources.
Contents:	The module will focus on the following contents: • Early history of museum formation; • Roles of the museums; • Basics of museum management; • Formation of gendered and ethnic identity in/through museums; • The marketing of art and the relationships of museums to the practice of art and art history; • Types of museums exhibitions;

	• The purpose of museum exhibitions; the origin of exhibition concepts; exhibition evaluations; • The exhibition development process: planning and managing an exhibition program; financial planning and management of exhibitions; curatorship in the exhibition planning process; interpretative planning; exhibition text; the role of the exhibition designer; construction and installation; lighting the show; the role of the project manager; exhibition retail; • Museum exhibitions in the 21st century; case studies.
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	Teaching and learning methods will include a range of activities such as: lectures, field visits, video presentations, case studies. Lecture: 2 hours per week per semester Seminar/Workshop: 2 hours per week per semester Self-organised studies: 120 hours
Teaching Material and Literature:	• Dexter Lord, Gail, and Barry Lord. *The Manual of Museum Management*. Walnut Creek: Altamira Press, 1997. • Dexter Lord, Gail, and Barry Lord. *The Manual of Museum Exhibitions*, Walnut Creek: Altamira Press, 2001. • Kotler, Neil, and Philip Kotler. *Museum Strategy and Marketing: Designing Missions, Building Audiences, Generating Revenue and Resources*. San Francisco: Jossey-Bass Publishers, 1998.
Assessment Mode:	Continual coursework assessment. Accordingly, all the units employ 100% coursework. This is presented in a variety of formats, from extended essays and seminar presentations to project work. The emphasis is on individual work, with some peer-reviewed group work, where appropriate to the unit's subject area to cumulatively improve evaluative and practical skills. Students are expected to incorporate an element of case study material into their assessed coursework; they will be encouraged to draw upon their own experiences and interests. Thus, a piece of coursework will specify clearly defined requirements in terms of the topic and task to be undertaken, but will allow students to draw on empirical evidence of their choice. For example, an extended essay requiring an evaluation of museum policies would allow students to select from a country of their choice. Similarly, a coursework assignment comprising the evaluation of an existing museum or heritage site would allow students to draw on sites with which they were familiar or in which they had been involved Students will be required to: • Write three short papers demonstrating an understanding of ideas and concepts covered in the assigned readings and class discussions, in addition to a final paper that demonstrates a comprehensive grasp of

	course content will be required as well. • Participate in short field trips to local museums and interpretive centres as well. Assessed Coursework may also involve: • Written exam • Presentations
Withdrawal from Examination:	Until the end of the seventh week of the lecture period.
Part of the Study Program:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Introduction to Museology Museum Exhibitions

Case Study 2

Module Code:	HCSM - 301
Module Title:	**Case Study 2**
University/Faculty:	Helwan University/ Faculty of Tourism and Hotel Management
Responsible Staff Member:	N.N.
Recommended Placement in the Study Plan:	Master 2nd year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every winter semester
Credits:	12 ECTS
Learning Outcome:	This module will enable students to apply the skills and knowledge they have acquired from the courses of the Heritage Conservation and Site Management programme into the context of a specific archaeological site.

	Students will be able to carry out in-depth analysis on a chosen topic in relation to an archaeological site. The interdisciplinary approach will allow them to examine the site not in an isolated context, but in relation to a wide range of stakeholders. Students will learn how to identify threats and opportunities, as well as how to plan and prioritize project tasks. The study project will enable students to develop, through individual and team work, innovative concepts and strategies for the protection and promotion of archaeological sites.
	Students will develop skills and competencies that are required in heritage projects: scientific research and analysis skills, communication skills, problem-solving skills, competencies for concept development and project management.
Contents:	The case study will have an interdisciplinary approach and will focus on a wide range of topics in the three main study areas of the curriculum: Site and Conservation; Site Management; Visitor Management and Information. The project must be completed within one semester, during which the students are expected to acquire and enhance the knowledge of the subject by means of intensive research both in class and in the course of independent work (group and individual). By the end of the semester, students are expected to develop their own approaches and ideas for particular topics related to the project. Elaborated strategies, guidelines and ideas have to be presented in a final report.
Recommended Prerequisites:	None
Mandatory Prerequisites:	None
Forms of Teaching and Proportion:	The study project combines various teaching and learning methods, which may include: seminars, lectures, individual study, group work, workshops, presentations, field trips, work with relevant databases, interviews, research. Lecture: 2 Hours per Week per Semester Workshop/Seminar: 6 Hours per Week per Semester Self-organised studies: 240 Hours
Teaching Materials and Literature:	The bibliography will be presented in class.
Assessment Mode:	Students are encouraged to develop a specific plan for the project. Throughout the semester, regular attendance of weekly seminars/lectures and group meetings is demanded, alongside with timely submission of individual assignments and participation in field trips, in case these are foreseen by the schedule.

	At the end of the Study Project, each student is expected to produce a final report (based either on the results of group work, or of individual research). This report should contain all the necessary information about the project with an overview of each participant's individual aims and achieved results. In case of group work, contribution and corresponding workload covered by every student should be clearly indicated.
Withdrawal from Examination:	Until the end of the seventh week of the lecture period
Part of the Study Programme:	Joint Master in Heritage Conservation and Site Management
Remarks:	Mandatory module
Module Components:	Case Study 2

4th Semester – BTU Cottbus or Helwan University

Master's Thesis

Module Code:	HCSM - 401
Module Title:	**Master's Thesis**
Faculty:	BTU Cottbus/2-Architecture, Civil Engineering and Urban Planning Helwan University/ Faculty of Tourism and Hotel Management
Responsible Staff Member:	Prof. Dr. Leopold Schmidt Prof. Dr. Maged Negm
Recommended Placement in the Study Plan:	Master 2nd year course
Language of Teaching:	English
Duration:	1 semester
Frequency of Offer:	Every summer semester
Credits:	30 ECTS
Learning Outcome:	The Master's thesis will demonstrate that the student can independently and critically deal with a problem of a theoretical or applied nature in the field of heritage conservation and site management within a set deadline, and propose scientifically founded solutions in this regard. The Master's defence demonstrates the students' ability to present the results of their academic work in front of an audience, to recognise interrelationships in a specific research area and to respond to questions that may arise in this context.
Contents:	The Master's examination consists of the written thesis and an oral examination. The topic of the Master's thesis is to be agreed upon by the candidate and two thesis supervisors (preferably from both BTU Cottbus and Helwan University). The student has the right to propose a thesis topic. This must be related to one of the three main study areas of the curriculum: Site and Conservation; Site Management; Visitor Management and Information.
Recommended	Completion of the required coursework (90 credits ECTS).

Prerequisites:	
Mandatory Prerequisites:	Completion of the required coursework (90 credits ECTS).
Forms of Teaching and Proportion:	Tutorial: 2 hours per week per semester Self-organised studies: 840 Hours
Teaching Materials and Literature:	Depending on the individual subject
Assessment Mode:	The Master's examination is successfully completed if all parts are awarded at least the grade "sufficient" (4.0). The grade of the Master's examination is determined according to § 12 paragraph 4 of the General Examination and Study Regulations (Rahmen-O Ma) at BTU Cottbus. The final grade is formed by the arithmetical rounded mean of the evaluation of the written work with a weight of 0.75 and the evaluation of the oral examination with a weight of 0.25 analogous to § 12 paragraph 4.
Withdrawal from Examination:	Not specified (only for the modules final theses, external practical trainings and excursions applicable)
Part of the Study Programme:	Joint Master in Heritage Conservation and Site Management
Remarks:	None
Module Components:	Master's Thesis Master's Oral Examination