

# Chapter 11

## Management Training in Higher Education through DVD: Looking for Charisma

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### ABSTRACT

*In the following chapter the author will discuss and report on the production and use of DVD-technology in management distance education. The applications and developments refer to development at one of the university in Germany, however the technical and didactic considerations are widely independent of the institutional environment. After discussing some general characteristics of DVDs and qualification profiles necessary for production, the author will report more in detail on concrete productions in the area of business administration and management training, namely the DVD-production "Looking for Charisma." The underlying pedagogical concepts will be explained, especially how real business applications are related to the theoretical knowledge background concepts gained from textbooks. Special attention is given to the aspect of producing bilingual versions (German/English). Finally some preliminary results from questionnaires will be reported.*

### INTRODUCTION

#### Why Choosing DVD as a Medium?

Currently DVD players and DVDs themselves are sweeping the consumer market and prices are coming down continuously. However up to now the DVD seems to have not yet gained the same importance in educational applications at least not

at tertiary level. DVDs with complex educational content are still a rare bird. Nevertheless in the commercial market for audiovisuals, the DVD has outperformed the traditional video cassette. The new optical data carrier offers greater storage capacity that can be used for better image quality and is actually sold with every new PC as a combined CD ROM/DVD drive. The price of separate DVD players came down to less than 40 Euros.

The University under reference in this case explored intensively the potential of DVD with

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respect to didactic concepts, design and technical production. The university is actually the biggest German university in terms of student numbers (43,000). It has special characteristics of being an autonomous distance teaching institution with a nationwide network of regional study centres. Universities teaching mainly at a distance have the special characteristic of being dependent on technical media to distribute their teaching content. A dominant role in the media spectre is played by printed course modules. However over the past 30 years step by step other media have been added.

From Table 1, it can be seen that today DVD is one medium in a large variety of educational media used. The first model productions on DVD had been launched in 2003 covering different academic areas such as education, sociology and business administration. The reasons for exploring DVD as a medium for distribution can be seen in the regular academic TV programs transmitted by a public TV channel which, since 1983, have been distributed to our students so far as VHS cassettes. Videotapes have been also sold to interested public and as part of special programs for continuous education. Compared to VHS cassettes, DVDs allow for much better image quality. Furthermore, video recorders were expected to be outphased in the market. On the other hand authoring systems for DVD allow for more selective access and interactivity compared to continuous flow of video and TV programs. Therefore, DVDs through the new media characteristics, offered new options for design which became relevant when cooperation with public TV had stopped in 2004. One of the pilot developments in this respect was the DVD "Looking for Charisma".

## **BACKGROUND**

The University offers BA and MA degrees in education, economics and business administra-

tion, computer science and systems engineering, law and mathematics. The DVD "Looking for Charisma" was produced for the faculty of business administration, which offers among other subjects courses in the area of personnel management. The courses are distributed in printed modules accompanied by some CD ROMs with interactive exercises and animations. What was lacking in these materials were interesting visual material which demonstrates practical relevance and applications in business enterprises. To provide educational material for these objectives, a cooperation between the chair of personnel management and organization and the Centre for Distance Study Development (later integrated into the Centre for Media and IT) with specialized pedagogical and media production facilities was agreed upon.

## **CASE DESCRIPTION**

### **Technical Characteristics of DVD**

There are different types of DVDs. For our clientele the most relevant type is the DVD-video that can be played by DVD player or PC. However, if content of CD-ROM character is added it can be played on PC only. DVDs are composed of two halves. According to the number of writable sides and layers the storage capacity of a DVD varies, e.g. DVD-5 (4,7GB), 1 Side / 1 layer.

The basic formats of writable DVDs are Digital video (MPEG-2) and Digital audio (PCM, AC3, DTS, MPEG-1). The maximum playtime can exceed 1 hour, widescreen and surround-sound can be provided. Attention should be paid to regional code settings.

For learning, some important characteristics are the following:

- Seamless Switching Between Streams:
  - up to 9 videostreams ("multi camera angle")

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