

COURSE GUIDE

Courses offered in English at
FHWien der WKW University of Applied Sciences for
Management & Communication

WINTER SEMESTER 2018

(SEPTEMBER 2018 – JANUARY 2019)

<http://www.fh-wien.ac.at>



Overview of courses offered in English
Winter Semester 2018/19
(September – January)

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Information on the Course Guide

Dear Incoming students,

FHWien der WKW, University of Applied Sciences for Management & Communication has two departments that offer nine Bachelor study programs and eight Master study programs in total. Courses are mainly taught in German; however, each department also offers courses taught in English, which you will find in this guide. In addition to the courses offered by the different departments of FHWien der WKW, the Center for International Education and Mobility (CIEM) offers courses in the field of International Management that are all taught in English.

In this course guide you find our course offer for the winter semester 2018/19, including detailed information on the course content.

Courses are listed according to the subject area. Within a subject area, you will find the bachelor courses grouped together and the master courses grouped together.

To make it easier for you, the courses are highlighted in three different colors:

- Courses highlighted in dark blue are courses offered by CIEM – Center for International Education and Mobility.
- Courses highlighted in light blue are courses offered by the departments of FHWien der WKW at Bachelor level.
- Courses highlighted in violet are courses offered by the departments of FHWien der WKW at Master level.

Please note that you can choose and combine courses from different areas and study programs!

Important: Courses from the Journalism and Content Production programs may only be taken if you are majoring in one of these programs or alike at your home university.

Please be aware that some courses are offered in a modularized structure, which consists of at least two or more courses and they can only be taken in combination. If that is the case, you will find the information in the course description.

This course guide is only valid for the semester mentioned above. The course offer may vary in future semesters. In the winter semester 2018/19, FHWien der WKW is beginning to change its semester weeks from 18 to 15, which is why you might find different information regarding the semester weeks written in the course descriptions below.

Please note that material costs (e.g., for books) can be incurred.

Austrian Culture & more

COMPULSORY COURSE!

| | |
|--------------------------------|------------------------------------|
| Course Title | Austrian Culture & more |
| Lehrveranstaltungstitel | Austrian Culture & more |

COMPULSORY COURSE!

| | |
|-----------------------|---|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 1.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1.0 |
| Content | <p>This course prepares you for your semester in Austria. We would like to make you familiar with the Austrian culture and the challenges you may face during your semester abroad. The course will focus on interactive contents where you will have the chance to get to know Austrian specific characteristics and the other exchange students as well as the similarities and differences between various cultures. Furthermore, you will get an understanding of stereotypes and reflect prejudices and the definition of “culture” and “cultural identity”.</p> <p>The second part of the course will be the collaboration at our “GO INTERNATIONAL!” Fair, an event dedicated to our regular students, where we inform them about the exchange possibilities. You will support us by representing your home country and university. Participation at the fair is compulsory!</p> |

German Language Courses

Please understand that we can only offer those levels that are required by most of the students.

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|--------------------------------|---------------------------|
| Course Title | A1 German Language |
| Lehrveranstaltungstitel | A1 German Language |

| | |
|-------------------------------|--|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 3.0 |
| Semester in Curriculum | Elective |
| Method of Instruction | Discussions, group work, presentations, homework |
| Method of Assessment | Continuous assessment; final oral and written examination |
| Course objectives | Students are able to communicate in a simple manner as long as their conversational partners speak clearly and slowly, and are willing to help. The teaching aims correspond to the A1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture and the Austrian way of living. |
| Content | <p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • Introducing yourself and asking for someone's name • Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.) • Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs • Adequately responding to simple questions, orders, comments, announcements on the mail box, public announcements and short conversations • Extracting relevant information from public signs, classified advertisements and written short messages • How to give directions • Writing of short personal messages, postcards and short texts • Formulating of and adequately responding to commonly used requests and demands • Describing stationery used in professional life as well as a company's branches • How to book a hotel room and to notify the hotel staff of possible problems in the hotel room • How to order in a restaurant • How to make or cancel appointments • Understanding and using numbers, amounts, times and price marks • How to go shopping • Speaking about present and past happenings • Practicing of pronunciation • Getting familiar with basic grammar rules and how to use them • Giving a short presentation about yourself and your home country • Grammar: Word order; Why-questions and Yes/No Questions; definite/indefinite and negative articles, nominative, genitive, dative and accusative; pronouns, plurals and locations; modal verbs, possessive pronouns; present perfect, adjective declensions in nominative and accusative |
| Literature | Will be announced during the lecture |

| | |
|--------------------------------|---------------------------|
| Course Title | A2 German Language |
| Lehrveranstaltungstitel | A2 German Language |

| | |
|-------------------------------|--|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 3.0 |
| Semester in Curriculum | Elective |
| Method of Instruction | Discussions, group work, presentations, homework |
| Method of Assessment | Continuous assessment; final oral and written examination |
| Course objectives | <p>The teaching aims correspond to the A2 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living.</p> <p>Students learn to understand commonly used expressions, which are related to information about themselves and their environment (e.g. family, shopping, and work). They are able to communicate in daily life situations, which involve the exchange of basic information, and topics they are familiar with. Furthermore, they also acquire the ability to describe their home country, education, their environment and situations related to basic needs. This module focuses on communicative situations of professional life.</p> |
| Content | <p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • Introducing yourself in a professional context and describing your occupation and tasks • How to ask for information or a person on the phone and how to leave a message • Describing your professional life and talking about office work • How to make appointments for meetings via email or phone in a private and professional context • Exchanging information about work and stressful situations • How to order furniture for the office • How to book a hotel room and express specific needs related to the booking • How to book a table in a restaurant for a business meal • How to invite someone to a business meal and how to react appropriately to someone's invitation • Learning about Do's and Don'ts in business situations and about conversational topics at a business meal; how to small talk • How to thank someone for a favor and how to congratulate someone via e-mail • Talking about public transport and traffic • Talking about preparations for a business trip • How to ask for directions • Formulating of polite requests and wishes • Talking about present and past happenings • Giving a short presentation about yourself, your home country and current affairs; expressing your opinion • Grammar: nouns, personal pronouns and adjectives in all cases; present, present perfect and future; modal verbs; changing prepositions; conditional II, subordinate clauses with "weil, dass, wenn"; text grammar |
| Literature | Will be announced during the lecture |

| | |
|--------------------------------|---------------------------|
| Course Title | B1 German Language |
| Lehrveranstaltungstitel | B1 German Language |

| | |
|-------------------------------|---|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 3.0 |
| Semester in Curriculum | Elective |
| Method of Instruction | Discussions, group work, presentations, homework |
| Method of Assessment | Continuous assessment; final oral and written examination |
| Course objectives | <p>The teaching aims correspond to the B1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living.</p> <p>Students learn to understand commonly used expressions, which are related to information about themselves and their environment (e.g. family, shopping, and work). They are able to communicate in daily life situations, which involve the exchange of basic information, and topics they are familiar with. Furthermore, they also acquire the ability to describe their home country, education, their environment and situations related to basic needs. This module focuses on communicative situations of professional life.</p> |
| Content | <p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • General and detailed understanding of authentic listening exercises and texts • Speaking and writing about familiar topics, personal interests as well as experiences and current affairs • Expressing possibilities, wishes, dreams, opinions, agreements and disagreements in a conversation • Talking about time, waste of time and punctuality • Describing images and graphs • Speaking about occupations and professional skills and abilities • Describing your own occupation in the context of a presentation and naming its advantages and disadvantages • How to make/cancel professional appointments • Talking about the job market and small talking in business meetings • Writing about your occupation in an e-mail • Explaining your own reading habits and your choice of literature • Speaking and writing about various media habits (TV, internet, etc.) • Talking about advertisements and products • Comparing information; asking for details; explaining • Clearly expressing your opinion of other people • Acquiring general knowledge of the international working world; understanding professional profiles • Grammar: Reflexive verbs, prepositional verbs; subordinate clauses and related pronouns, final clauses; subjunctive II, relative clauses with “so...dass” and “statt...zu”; adjective declension, temporal relative clauses |
| Literature | Will be announced during the lecture |

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|--------------------------------|---------------------------|
| Course Title | B2 German Language |
| Lehrveranstaltungstitel | B2 German Language |

| | |
|-------------------------------|---|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 3.0 |
| Semester in Curriculum | Elective |
| Method of Instruction | Discussions, group work, presentations, homework |
| Method of Assessment | Continuous assessment; final oral and written examination |
| Course objectives | <p>The teaching aims correspond to the B2 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history, literature and the Austrian way of living.</p> <p>Students are able to communicate about a wide range of topics in a clear and detailed manner, as well as to express a point of view by explaining the advantages and disadvantages of the subject matter. They also possess the ability to understand challenging, longer texts and to extract implicit meanings.</p> |
| Content | <p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • General and detailed understanding of authentic listening exercises and texts • Exchanging about varieties and variances of German, particularly typically Viennese expressions • Giving presentations about your home country, cultural differences to Austria, your learning styles and strategies as well as intercultural experiences in Austria • Giving oral and written summaries of texts • Speaking and writing about familiar topics, personal interests as well as experiences and happenings • Writing of letters of the editor and reports in a professional context • Writing of cover letters and applications • Writing of detailed letters of complaint • Describing and commenting on images and graphs • Explaining and discussing concepts of culture, stereotypes, prejudices and conventions • Exchanging learning strategies and experiences • Discussing traffic and traffic problems • Sharing experiences related to your holidays, tourism and globalization • Convincing other students of your opinion related to symbols and their culture specific meanings • Giving advice related to happiness, stress and worry • Stating of reasons and consequences • Understanding the meaning and usage of idioms and phrasal verbs • Talking about your professional life, career and income • Grammar revision: prepositional verbs; adjective declension; linking devices with subordinate clauses; indirect speech and passive voice |
| Literature | Will be announced during the lecture |

Business English

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|--------------------------------|---------------------------|
| Course Title | Business English 1 |
| Lehrveranstaltungstitel | Business English 1 |

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|-------------------------------|--|
| Degree Program | Corporate Communication (KOMM) and Marketing and Sales (MARS)/Bachelor |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks /Units per Week 3.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Course work (30%) & final examination (70%) |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Communicate their personal and professional background, • Initiate small talk in a business setting, • Follow and participate in everyday economic discussions, • Identify and apply the most common terms of the relevant economic fields, • Correctly apply the most common grammatical forms that appear in business communication, • Recognize content-related information in relevant economic texts, as well as finding and comprehending important single details • Draft texts in an adequate and appropriate manner. |
| Content | Core topics and vocabulary of business administration and communication, reading and writing in a business context, small talk and discussions, grammar in a business context |
| Literature | Will be announced during the lecture |

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|--------------------------------|------------------------------|
| Course Title | Business English 1 |
| Lehrveranstaltungstitel | Wirtschaftsenglisch 1 |

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|-------------------------------|--|
| Degree Program | Real Estate (IMMO)/Bachelor |
| Credits | 5.0 ECTS |
| Hours | 15 semester weeks/Units per Week 2.47 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course, role plays, group work, presentations, individual assignments, discussions |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • communicate professionally in English in the property business, both orally and in writing • talk with foreign colleagues in the sector about property sales, let-ting, management and financing in Austria |
| Content | <ul style="list-style-type: none"> • Vocabulary and phrases relevant to the property business • Drafting paperwork • Conducting negotiations and meetings • Principles of/revision of grammar • Location of residential and commercial properties • Professions in the sector in other countries (differences, etc.) |
| Literature | Will be announced during the lecture |

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|--------------------------------|---------------------------|
| Course Title | Business English 2 |
| Lehrveranstaltungstitel | Business English 2 |

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|-------------------------------|--|
| Degree Program | Corporate Communication (KOMM)/Bachelor |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Literature review, grammar exercises, audio-visual comprehension activities. |
| Method of Assessment | Written final examination. |
| Course objectives | <p>Upon completion of this course, students will have demonstrated that they are able to:</p> <ul style="list-style-type: none"> • apply and build on the knowledge and language skills acquired in the Business English 1 course • identify the basic concepts, specialist vocabulary and current terminology in the areas of branding and corporate identity • chair and facilitate meetings held in English • actively participate in conversations and discussions by expressing their agreement or disagreement; explaining; summarizing; proposing consensual solutions; arguing convincingly; defending a position; bringing up points of criticism, and constructively reasoning and negotiating complete job applications (CV and cover letter) in English and conduct a job interview. |
| Content | <p>Perfection of oral and written communication skills and command of specialist vocabulary and grammar covered in Business English 1</p> <p>Using English to discuss integrated communications, corporate identity, branding and intercultural communication</p> <p>Job application processes in English</p> |
| Literature | Will be announced during the lecture |

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|--------------------------------|---------------------------|
| Course Title | Business English 3 |
| Lehrveranstaltungstitel | Business English 3 |

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|-------------------------------|--|
| Degree Program | Hospitality & Tourism Management (TM)/Bachelor |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.5 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Integrated course, exercises, projects |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>On successful completion of this module, students are able to:</p> <ul style="list-style-type: none"> • present and analyze figures, trends and market data from a graphical source • produce a written business report • lead and participate in business meetings utilizing appropriate moderation and oral communication techniques • Identify and apply suitable approaches to sales and business negotiations. |
| Content | Trends and figures, statistics, budgets, business meetings, sales meetings, negotiations, business reports, agendas, meeting minutes, action points. |
| Literature | Will be announced during the lecture |

| | |
|--------------------------------|--------------------------------------|
| Course Title | Business English Fundamentals |
| Lehrveranstaltungstitel | Business English Fundamentals |

| | |
|-------------------------------|--|
| Degree Program | Finance, Accounting & Taxation (FIRST)/Bachelor |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks/Units per Week 3.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course in small groups |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • communicate effectively in a variety of business situations in English (functional English) • understand and use business language phrases in English • understand the main ideas in complex texts on concrete and abstract topics • understand specialized discussions in business contexts • converse fluently and spontaneously, so that normal interactions with native speakers are possible without great difficulty in understanding for either party • express themselves clearly and in detail, verbally and in writing, on a wide range of topics; explain their position on a specific issue and list the pros and cons of alternatives • differentiate between formal and informal situations, in both spoken and written contexts, and respond appropriately to the situation • understand the characteristics of different kinds of texts, and use the correct language when producing them; tailor texts to their target audience |
| Content | <p>Introductions, apologies, requests, invitations, developing conversations, prompts and responses, discussion of teleworking and modified working hours, techniques for linking and formalizing writing, identifying false friends, functional language used by the chairperson in meetings, language for signposting presentations, use of conditional structures in business situations</p> |
| Literature | Will be announced during the lecture |

| | |
|--------------------------------|--------------------------------------|
| Course Title | Business English Fundamentals |
| Lehrveranstaltungstitel | Business English Fundamentals |

| | |
|-------------------------------|--|
| Degree Program | Human Resources Management (PWOE)/Bachelor |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Continuous assessment / final examination |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Lead small talk in a business setting. • Identify the most common terms of relevant, core business areas and the career field. • Correctly use the most common grammatical forms. • Understand the main contents of relevant business-related texts and write texts competently. |
| Content | <ul style="list-style-type: none"> • Key topics in business administration and communication • Reading and writing in a business context • Small talk and discussions • Topic-specific vocabulary • Grammar in a professional context |
| Literature | Will be announced during the lecture |

| | |
|--------------------------------|--------------------------------------|
| Course Title | Business English Fundamentals |
| Lehrveranstaltungstitel | Business English Fundamentals |

| | |
|-------------------------------|---|
| Degree Program | Management & Entrepreneurship (UF)/Bachelor |
| Credits | 5.0 ECTS |
| Hours | 18 semester weeks /Units per Week 3.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Course work (30%) & final examination (70%) |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Communicate their personal and professional background, • Initiate small talk in a business setting, • Follow and participate in everyday economic discussions, • Identify and apply the most common terms of the relevant economic fields, • Correctly apply the most common grammatical forms that appear in business communication, • Understand the main contents of relevant economic texts, • Draft texts in an adequate and appropriate manner. |
| Content | Core topics and vocabulary of business administration and communication, reading and writing in a business context, small talk and discussions, grammar in a business context |
| Literature | Will be announced during the lecture |

| | |
|--------------------------------|---|
| Course Title | Business English Fundamentals & Discussion Leading 1 |
| Lehrveranstaltungstitel | Business English Fundamentals & Discussion Leading 1 |

| | |
|-------------------------------|--|
| Degree Program | Hospitality & Tourism Management (TM)/Bachelor |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks/Units per Week 3.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Course work (30%) & final examination (70%) |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Communicate their personal and professional background in English • Initiate small talk in a business setting • Identify and apply the most common terms of the relevant economic fields • Correctly apply the most common grammatical forms that appear in business communication • Recognize content-related information in relevant economic texts, as well as finding and comprehending important single details • Draft English texts in an adequate and appropriate manner • Follow and participate in everyday economic discussions in English • Conduct professionally in discussions • Interact professionally with others and act appropriately towards them • Systematically find issue-specific arguments • Give and receive feedback and criticism |
| Content | <p>Core topics and vocabulary of business administration and communication, reading and writing in a business context, grammar in a business context, small talk</p> <p>Personal communication: impact on others, argumentation techniques, feedback techniques</p> |
| Literature | Will be announced during the lecture |

| | |
|--------------------------------|--|
| Course Title | Business English with Focus on Labor Law and Negotiations |
| Lehrveranstaltungstitel | Business English with Focus on Labor Law and Negotiations |

ATTENTION: You need to have at least basic knowledge in Labor Law and Negotiation Skills!

| | |
|-------------------------------|--|
| Degree Program | Human Resources Management (PWOE)/Bachelor |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | lectures, exercises, case-based study in the form of individual and group work, E-Learning, and independent study |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • use labor law terminology for written and spoken communication in English • understand English language written and spoken business communications and texts which are related to labor law, e.g. employment contracts • Carry out contract negotiations in English |
| Content | <ul style="list-style-type: none"> • Core language and skills focus: Labor law and negotiations • Grammar focus: reported speech, reporting verbs, singular and plural, collocations, idioms |
| Literature | Will be announced during the lecture |

| | |
|--------------------------------|--|
| Course Title | English for Real Estate Professionals 1 |
| Lehrveranstaltungstitel | Englisch für ImmobilienexpertInnen 1 |

| | |
|-------------------------------|---|
| Degree Program | Real Estate (IMMO)/Bachelor |
| Credits | 5.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Integrated course, role plays, group work, discussions, individual assignments |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • understand and describe detailed property issues couched in complicated language • create a CV in English • cope with property management tasks both orally and in writing • discuss real estate industry organizations • understand a wide range of property-related business correspondence and use it in practice |
| Content | <ul style="list-style-type: none"> • Work environment (CV, job description, etc.) • Meetings with owners • Real estate industry organizations and associations (CEPI, RICS, etc.) |
| Literature | Will be announced during the lecture |

| | |
|--------------------------------|--------------------------|
| Course Title | Financial English |
| Lehrveranstaltungstitel | Financial English |

| | |
|-------------------------------|---|
| Degree Program | Management & Entrepreneurship (UF)/Bachelor |
| Credits | 2.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1.0 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Lectures, group projects, discussion, exercises |
| Method of Assessment | Continuous assessment and final examination |
| Course objectives | <p>Upon completion of this course, the students are able to:</p> <ul style="list-style-type: none"> • apply appropriate financial terminology in the main business areas concerning banking and insurance products in the financial sector • apply appropriate financial terminology concerning annual reports, financial statements and key figures ratios • describe and discuss key concepts and current business trends in the above mentioned areas in both written and spoken English • Integrate the acquired terminology in a number of case studies. |
| Content | <p>Business English in the fields of Banking and Finance such as:</p> <ul style="list-style-type: none"> • Banking Products • Balance Sheets, Profit and Loss Accounts • The Stock Market • Mergers and Acquisitions <p>Business English for Trade such as:</p> <ul style="list-style-type: none"> • Trade regulations and organizations • E-commerce • Terms and Conditions of sales contracts |
| Literature | Will be announced during the lecture |

| | |
|-------------------------|----------|
| Course Title | English |
| Lehrveranstaltungstitel | Englisch |

| | |
|-------------------------------|---|
| Degree Program | Real Estate Management (IMMO)/Master |
| Credits | 5.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Group work, discussion, presentations, continuous assessment |
| Method of Assessment | Written exam |
| Course objectives | <p>Upon completion of this subject block, students are able to</p> <ul style="list-style-type: none"> • outline the political, economic, legal, tax-related and cultural factors to be considered when making decisions on foreign investment projects, and the significance of each factor • describe the general economic situation in a particular country and identify the key economic parameters • explain the progress made at each stage of a construction project (from planning and submissions for planning permission to implementation and handover) and name the most important construction elements, materials, fixtures and fittings, and building site workers • explain the factors that influence a property's value, the methods used to prepare expert assessments and the reasons for choosing a particular approach • explain the function and significance of due diligence reviews and feasibility studies on the basis of an example • prepare a draft contract which specifies the main parameters of a sales contract or rental or loan agreement and serves as the basis for the legal specialist responsible for drawing up the final contract • read and summaries in simple terms the main points of sales contract or rental or loan agreement • understand and explain key finance and accounting expressions (e.g. required capital, return on investment, yield, default risk, provisions, statement of financial position and of profit or loss, foreign currency loan, etc.), and briefly describe the finances of a company and put its position into words on the basis of a curve (e.g. profit in the past five years, price movements, etc.) • identify the main ethical principles governing business life |
| Content | Contracts, Red Book des Royal institute of chartered surveyors (RICS), contract negotiations, legal forms of company organization |
| Literature | Will be announced during the lecture |

Communication, Journalism and Media Management

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|--------------------------------|---|
| Course Title | Communication and Organizational Culture |
| Lehrveranstaltungstitel | Communication and Organizational Culture |

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|-------------------------------|--|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 5.0 ECTS |
| Hours | 18 semester weeks /Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Lectures, interactive activities, role-plays, case studies |
| Method of Assessment | Essay; Group Project involving a presentation and report |
| Course objectives | <p>After completing this course, students should be able to:</p> <p>Understand the basic elements—assumptions, values, and artifacts—of organizational culture, draws on communication and management research findings, and integrate practical applications. Students will be able to identify and realize organizational culture from different points of view, create cultural interpretations, and ultimately make informed work decisions.</p> <ol style="list-style-type: none"> 1. Explain what organizations are and how communication functions within them 2. apply appropriate communication and organizational culture methods and behaviors in an organizational setting 3. assess communication and organizational culture within an organization to interpret organizational culture and incorporate organizational culture in communication methods 4. Recognize and respond constructively to cultural differences in communication. |
| Content | <p>This course will cover:</p> <ul style="list-style-type: none"> • Explain the meaning of organization and Organizational Communication • Explain the meaning of Culture and Organizational Culture (Integration of Artifacts, Values, and Assumptions) • Core Characteristics of Organizational Culture • Communicating Culture • The Structure of Organizational Culture • Developing, Managing, and Changing Organizational Culture • Culture Formation • Cultural Maintenance • Cultural Change in Organizations • Creating a Vision of the Organization and Its Culture • Socializing New Employees to the Culture • Leadership and Organizational Culture; • Personal, Professional, and Organizational Ethics |
| Literature | <p>Keyton, J. (2012). Communication and Organizational Culture: A Key to Understanding Work Experiences, (2nd Ed.). New York: Sage. ISBN: 9781412980227</p> <p>More details will be announced at the lecture</p> |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|----------------------------------|
| Course Title | Communication Psychology |
| Lehrveranstaltungstitel | Kommunikationspsychologie |

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|-------------------------------|--|
| Degree Program | Corporate Communication (KOMM)/Bachelor |
| Credits | 2.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Final examination |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Describe selected, basic insights of general psychology (perception and cognitive processing) • Describe social psychology and the psychology of the individual and how they interact • Apply knowledge from the listed content to selected areas of interpersonal and organizational communication |
| Content | <ul style="list-style-type: none"> • Fundamental principles and terminology • Basic psychological features of communication • Attitudes and judgements • Persuasion and sub-areas of organizational communication • Basic principles of perception |
| Literature | Will be announced during the lecture |

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|--------------------------------|-------------------------------|
| Course Title | Communication Theory |
| Lehrveranstaltungstitel | Kommunikationstheorien |

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|-------------------------------|---|
| Degree Program | Corporate Communication (KOMM)/Bachelor |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Final examination |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Understand communication as a basic social and individual function and activity • Differentiate the phenomenon of communication from its everyday application and appreciate its complexity • Recognize and classify basic theories of the social sciences • Understand the interplay of communication science and professional practice • Apply central communication theories to phenomena and problems in professional practice |
| Content | <ul style="list-style-type: none"> • Social science and foundations of research • Interplay of academics and professional practice • Communication concepts, communication models, and modes of communication • Communication theory basics: symbolic interactions; theory of communicative action; communication as a fundamental, anthropological constant; constructivism; mass media and their societal function; agenda setting; media audience and effectiveness research; spirals of silence; mass media socialization and the construction of reality • History of mass media and selected academics |
| Literature | Will be announced during the lecture |

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|--------------------------------|-------------------------------|
| Course Title | Digital Trends Barcamp |
| Lehrveranstaltungstitel | Digital Trends Barcamp |

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|-------------------------------|--|
| Degree Program | Content Production & Digital Media Management (JOCOBA)/Bachelor |
| Credits | 1.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 5th semester |
| Method of Instruction | To be confirmed |
| Method of Assessment | To be confirmed |
| Course objectives | To be confirmed |
| Content | To be confirmed |
| Literature | Will be announced during the lecture |

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|--------------------------------|--|
| Course Title | Elements of Journalism in Theory and Practice |
| Lehrveranstaltungstitel | Elements of Journalism in Theory and Practice |

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|-------------------------------|---|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Lecture-based, with active student participation (in-class group work) |
| Method of Assessment | Final exam, short written assignments, in-class group work |
| Course objectives | Participants should gain a more sophisticated understanding of the principles of modern journalism in theory and practice. |
| Content | Course will combine theory (in the form of readings from well-known practitioners) and practice (in the form of prize-winning journalism) to explore and analyse the current state of Anglo-American journalism. Course held in English. Readings are extensive yet accessible in terms of language level. Course suitable for non-journalism majors. Active in-class participation is requested. |
| Literature | <ul style="list-style-type: none"> • Main textbook TBC • Several recent Pulitzer-winning series; there will be additional select articles, documentaries/films, podcasts etc. to be used as basis for discussion and assignments. |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|--|
| Course Title | Fields of Corporate Communication |
| Lehrveranstaltungstitel | Bereiche der Kommunikationswirtschaft |

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|-------------------------------|--|
| Degree Program | Corporate Communication (KOMM)/Bachelor |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks/Units per Week 4.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Final examination |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Name the functional areas of an organization (businesses in particular), their tasks, objectives, responsibilities and how these interact • Identify and differentiate the most important communication-relevant processes in an organization; describe these processes using appropriate terminology • Appreciate the role corporate communication plays in balancing the conflicting interests of business and legitimacy, as well as strategic and operational tasks • Systematically differentiate between the various areas of communication (internal communication, market communication and public relations) in terms of objectives, possible areas of application and effectiveness • Differentiate between stakeholder and target groups using various approaches • Identify the contributions marketing, advertising, public relations and internal communication make to integrated communication • Identify the functions and tasks of marketing, describe marketing as a process and apply the tools of strategic and operational marketing strategies • Describe in detail the contribution of PR and internal communication as a management function in an organization • Describe central benchmarks of PR and internal communication and their interaction • Identify the ethical dimension of communication science and discuss the related problems sensitively |
| Content | <ul style="list-style-type: none"> • Basic concepts, definitions, tasks and functions of marketing and marketing management • Marketing management as a process: market research, setting marketing objectives, strategic marketing, operational marketing, impact measurement • Strategic marketing, STP • Marketing tools, 4Ps • Marketing, advertising, public relations, internal communication as a functional area in organizations • PR und internal communication as part of corporate communication • Central benchmarks of internal communication and PR • Impact levels of communication • PR as reputation management • Media society • Fields of internal communication and PR • Introduction to ethics and business ethics • Specifics and problem areas in communication ethics • Structure and phases of a market research project • Basics of market research; data collection methods and techniques • Criteria for the selection and evaluation of market research institutes, briefing for market research institutes • Reading and interpreting market research results and tables • Trend research & future studies: identifying trends and new markets |
| Literature | Will be announced during the lecture |

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|--------------------------------|------------------------------------|
| Course Title | Intercultural Communication |
| Lehrveranstaltungstitel | Intercultural Communication |

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|-------------------------------|---|
| Degree Program | Management & Entrepreneurship (UF)/Bachelor |
| Credits | 1.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1.0 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Lecture, practical examples, case studies, group work, role-plays |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • reflect on their own cultural and intercultural experiences • discuss and evaluate key concepts and theories in intercultural communication • identify and use appropriate language for doing business across borders • analyze, compare, and present information about different cultures based on research by experts in the field • apply and reflect on the knowledge they have acquired in the form of role-plays |
| Content | Students' cultural and intercultural experience, key concepts and theories (Hofstede's cultural dimensions), appropriate language for doing business across borders, presentations on different cultures and reflection on the knowledge acquired. |
| Literature | Will be announced during the lecture |

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|--------------------------------|---------------------------------|
| Course Title | Investigative Journalism |
| Lehrveranstaltungstitel | Investigative Recherche |

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|-------------------------------|---|
| Degree Program | Content Production & Digital Media Management (JOCOBA)/Bachelor |
| Credits | 1.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 5th semester |
| Method of Instruction | Seminar with practical projects in teams and graded projects; if applicable involvement of E-Learning (20 %) and blended learning elements |
| Method of Assessment | Exercises and/or project work |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • explain, compare, and contrast investigative journalism and data-driven journalism • describe and rate research techniques used in investigative journalism • describe, plan, and evaluate investigative research strategies as well as the treatment of sources and information • understand the basic structure and operation of data banks • be familiar with and access the most important data sources • Research issues in data banks • assess data quality • address critical issues in data and source protection; identify problematic aspects of big data |
| Content | <p>The course focuses on providing insights and practical experience in investigative research. It includes the following aspects:</p> <ul style="list-style-type: none"> • Outlining the evolution and significance of investigative journalism: from muck-raking to investigative journalism and data-driven journalism • The craft of investigative journalism (techniques and unconventional methods) • From story searching to story finding (specific research strategies) • Fundamentals of data bank research (open data) • Big data, Wikileaks, etc. • researching, filtering, and classifying data • Data quality • Sources and data protection |
| Literature | Will be announced during the lecture |

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|--------------------------------|---|
| Course Title | Issues and Trends in Anglo-American Journalism 2 |
| Lehrveranstaltungstitel | Issues and Trends in Anglo-American Journalism 2 |

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|-------------------------------|--|
| Degree Program | Journalism & Media Management (JOUR)/Bachelor |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1.5 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Workshop, lecture with project work and discussions |
| Method of Assessment | Project work and/or oral examination |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • recognize, name and discuss current themes and challenges in Anglo-American journalism, with a focus on online media • describe the development of Anglo-American journalism and discuss its significance in the development of the media in Europe • critically analyze, discuss and evaluate works of Anglo-American journalism • identify similarities and differences between the American and European media systems, and present results using clear, systematic argumentation |
| Content | <ul style="list-style-type: none"> • Introduction to Anglo-American journalism • Specific social, economic and socio-political features • Developments and trends and their influence in Europe |
| Literature | Will be announced during the lecture |

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|--------------------------------|--------------------|
| Course Title | Media |
| Lehrveranstaltungstitel | Medienmarkt |

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|-------------------------------|--|
| Degree Program | Corporate Communication (KOMM)/Bachelor |
| Credits | 1.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Final examination |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Differentiate between stakeholder and target groups using various approaches • Describe the Austrian media industry and its distinctive structural features • Recognize changes in the media industry and place them in a European context • Create a media plan |
| Content | <ul style="list-style-type: none"> • The difference between stakeholders and target groups • Models for the segmentation of stakeholders and dialogue groups • The Austrian media industry with a focus on print media • Development of trends including internet-based/digital media in Austria • Media planning: implementation, spending, innovations • The Austrian media industry in comparison to Europe |
| Literature | Will be announced during the lecture |

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|--------------------------------|---|
| Course Title | Public Relations, Crisis Management and Media Training |
| Lehrveranstaltungstitel | Public Relations, Crisis Management and Media Training |

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|-------------------------------|--|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Highly interactive, bringing theory and best practice to life through case studies and creative projects. Material: Reading lists, handouts and video clips. |
| Method of Assessment | One assignment, one presentation, class participation and then final exam (which has to be passed in order to pass the course) |
| Course objective | To gain an understanding of the role of effective communication and Public Relations practices in building, enhancing and protecting the value and reputation of any organization. |
| Content | <ul style="list-style-type: none"> • Communication: Verbal, non-verbal, visual, electronic Media and Society: National and cultural differences, influence of various channels (Student contribution) • Integrated Communications: Defining and creating the 'voice' of a brand or organization. • Public Relations: Defining PR, PR in the Marketing mix, roles in Business, Government, NGOs, Not for profit, Advocacy, Lobbying PR Strategy: Process, Tools (Eg. Proactive initiatives, Press Release, Events) Planning and implementing Crisis Management: Preparation, Protocols, Stakeholder Communication Media Training: Effective Communication, Messaging, Interview techniques, Dealing with the media |
| Literature | The PR Style Guide, Barbara Diggs-Brown PR Kit for Dummies, Eric Yaverbaum Planning and Managing Public Relations Campaigns, Anne Gregory |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|---|
| Course Title | Social Media Marketing: From Strategy to Execution |
| Lehrveranstaltungstitel | Social Media Marketing: From Strategy to Execution |

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|-------------------------------|---|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Methods of instruction to include: Lectures (via PowerPoint) by the professor, class discussions on articles and other literature, viewing/discussion of Twitter feeds, blogs, Facebook and other social media platforms. Possible guest speakers via Skype that are experts in social media usage and platforms. |
| Method of Assessment | Methods of assessment include in-class writing (ex. Twitter posts, Facebook updates, Blog posts), other writing assignments done at home and returned the following day, a “quiz” on basic social media terminology and a team project. |
| Course objective | Social Media in Global Corporate Strategic Communications: <ul style="list-style-type: none"> • Students will be able to examine social media platforms used by corporations to determine if they are using these platforms to positively benefit or negatively impact the strategic communication goals of the company. • Students will be able to create examples of positive and negative uses of social media to handle crisis communications. • Students will be able to understand and explain with certainty the benefits of using social media to reach audiences, control messaging and utilize this platform in the media plan for a strategic PR campaign. • Students will be able to objectively analyze the content of social media platforms and create suggestions for maximizing value. |
| Content | The content for this course is broken down by topic. There are approximately six different topics covered throughout the two-week course. Each topic includes articles, examples, possible guest speakers and a writing component. It is important for students to get a well-rounded perspective, but also have practice writing for the various platforms of social media. |
| Literature | The primary source of literature for this course is broken into two categories. First, academic articles on the subjects of social media usage and corporate communications/messaging and branding. There is some burgeoning research in these areas to determine new ways to reach targeted audiences through strategic communication tactics on social media platforms. The second source is journalistic articles on social media usage and corporate communications. Although not classically defined as “literature” the third source of information for this class is social media itself, used on an example basis to demonstrate specific topics and for class assignments. |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|------------------------|
| Course Title | Social Skills 1 |
| Lehrveranstaltungstitel | Social Skills 1 |

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|-------------------------------|---|
| Degree Program | Corporate Communication (KOMM)/Bachelor |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks/Units per Week 4.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Continuous assessment. The continuous performance assessment is based on the grades for the following topic blocks: presentation skills, rhetoric and body language (40%) and their use in the integrated final examination (final presentation: 60%) at the end of the semester. |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Formulate expectations and objectives • Get to know all other students in the same year group during group exercises • Know all the key point of contact and structures of the program and at FHWien der WKW • Be familiar with responsible individuals and their function in the degree program • Structure presentations optimally in terms of content • Prepare effective presentations, both visually and in terms of the target group • Employ rhetorical style elements skillfully • Look for and find arguments systematically and based on the topic • Construct targeted arguments and employ them effectively • Engage in discussions in a professional manner • Reflect on their own strengths and weaknesses • Notice and employ basic characteristics of body language • Interact with others in a professional manner and behave appropriately based on the situation • Receive and provide feedback and constructive criticism • Reflect on and develop performance and capabilities • Employ contemporary media in a targeted fashion |
| Content | <ul style="list-style-type: none"> • Presentation of the structures, functions and points of contact of the program and at FHWien der WKW • Getting acquainted with other students in group exercises • Presentation techniques: Preparing, structuring and giving presentations; using supplemental media • evaluation of presentation skills • Personal communication: effect on others • Body language: conscious use and decoding signals in conversations • Rhetoric • Argumentation techniques • Feedback techniques • Reflection on goal-oriented development and suitable application transfer |
| Literature | Will be announced during the lecture |

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|--------------------------------|-------------------------------------|
| Course Title | Specific Communication Topic |
| Lehrveranstaltungstitel | Specific Communication Topic |

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|-------------------------------|---|
| Degree Program | Corporate Communication (KOMM)/Bachelor |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1.0 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Discussion, presentation, simulation of a job interview. |
| Method of Assessment | Written and oral final examination. |
| Course objectives | <p>Upon completion of this course, students will have demonstrated that they are able to:</p> <ul style="list-style-type: none"> • apply the knowledge and experience gained from the Communication Case Study course to their work in this course • understand, explain and debate a communication management topic in English; discuss the topic in groups and in their year group, expertly using a wider range of specialist vocabulary • compile new material individually and in groups, summaries it in writing and present it orally |
| Content | Treatment of a communication management topic in English. |
| Literature | Will be announced during the lecture |

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|--------------------------------|-----------------------------------|
| Course Title | Entrepreneurial Journalism |
| Lehrveranstaltungstitel | Entrepreneurial Journalism |

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|-------------------------------|---|
| Degree Program | Journalism & Media Management (JOUR)/Master |
| Credits | 1.0 ECTS |
| Hours | 18 semester weeks/Units per Week 0.5 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Workshop with example cases and discussions, seminar with problem-based learning and eLearning modules |
| Method of Assessment | Continuous assessment & project |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • achieve business as well as journalistic success in the industry • write and present a business plan • plan the content and business viability of cross-media and multimedia products • appreciate the significance of market and target group analysis, and carry out basic analyses • critically reflect upon comparable media projects which they have worked on in terms of best practice, or analyze and evaluate case studies |
| Content | <p>An examination of entrepreneurial journalism. In this subcategory of journalism developments such as the commercial rationalization of editorial offices and new technologies (particularly the growing significance of social media) require journalists to think strategically about their own careers in order to stand out and achieve commercial and journalistic success. Establishing themselves as their own brand requires specific knowledge, and the creation of personal business plans is becoming an increasingly important means of acquiring it.</p> <ul style="list-style-type: none"> • Commercial environment • professional self-awareness (covering freelance journalist through to a self-employed entrepreneur) |
| Literature | Will be announced during the lecture |

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|--------------------------------|---------------------------------|
| Course Title | Investigative Journalism |
| Lehrveranstaltungstitel | Investigative Recherche |

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|-------------------------------|---|
| Degree Program | Journalism & Media Management (JOUR)/Master |
| Credits | 1.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Seminar with practical projects in teams and graded projects; if applicable involvement of E-Learning (20 %) and blended learning elements |
| Method of Assessment | Exercises and/or project work |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • explain, compare, and contrast investigative journalism and data-driven journalism • describe and rate research techniques used in investigative journalism • describe, plan, and evaluate investigative research strategies as well as the treatment of sources and information • understand the basic structure and operation of data banks • be familiar with and access the most important data sources • research issues in data banks • assess data quality • address critical issues in data and source protection; identify problematic aspects of big data |
| Content | <p>The course focuses on providing insights and practical experience in investigative research. It includes the following aspects:</p> <ul style="list-style-type: none"> • Outlining the evolution and significance of investigative journalism: from muck-raking to investigative journalism and data-driven journalism • The craft of investigative journalism (techniques and unconventional methods) • From story searching to story finding (specific research strategies) • Fundamentals of data bank research (open data) • Big data, WikiLeaks, etc. • researching, filtering, and classifying data • Data quality • Sources and data protection |
| Literature | Will be announced during the lecture |

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|--------------------------------|---------------------------|
| Course Title | New Media Theory |
| Lehrveranstaltungstitel | Neue Medientheorie |

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|-------------------------------|--|
| Degree Program | Journalism & Media Management (JOUR)/Master |
| Credits | 1.0 ECTS |
| Hours | 18 semester weeks/Units per Week 0.5 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | To be confirmed |
| Method of Assessment | To be confirmed |
| Course objectives | To be confirmed |
| Content | To be confirmed |
| Literature | Will be announced during the lecture |

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|--------------------------------|---------------------|
| Course Title | Social Media |
| Lehrveranstaltungstitel | Social Media |

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|-------------------------------|---|
| Degree Program | Journalism & Media Management (JOUR)/Master |
| Credits | 1.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | tbc |
| Method of Assessment | tbc |
| Course objectives | <p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> • Professionally utilize the entire range of social media as well as their links for their journalistic work • Analyze the potential and weaknesses of various social media strategies and platforms • Shape production processes and workflows for social media • Interact professionally with users and make dialog principles usable for media |
| Content | <ul style="list-style-type: none"> • Overview of the social media landscape • Creating and managing personal social media profiles and groups as well as editorial pages • Social media in daily editorial work • Strategic planning of communication in social media • Social media tools: Applications and links • Analysis of social media offerings • Ethical and legal implications: Social media guidelines |
| Literature | Will be announced during the lecture |

Finance, Taxation and Controlling

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| Course Title | Accounting |
| Lehrveranstaltungstitel | Rechnungswesen |

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|------------------------|---|
| Degree Program | Corporate Communication (KOMM) and Marketing and Sales (MARS)/Bachelor |
| Credits | 5.0 ECTS |
| Hours | 18 semester weeks /Units per Week 4.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Final examination |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Book ongoing business transactions while taking into account corporate taxation • Carry out valuations and closing entries as well as prepare and interpret an annual financial statement • Record and calculate costs as well as determine and interpret operational performance • Apply cost accounting as a control tool for short and long-term decisions • Create a variance analysis and apply it as a controlling tool |
| Content | <ul style="list-style-type: none"> • External accounting basics • Principles of double-entry accounting • Accounts, business cases, and accounting records • Value-added tax • Valuation principles, accruals and deferrals • Balance sheet, profit and loss accounting • Content, purpose and interpretation of annual financial statements • Internal accounting basics • Cost accounting, cost allocation • Income calculation • Cost accounting as a decision-making tool • Variance analysis |
| Literature | Will be announced during the lecture |

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|--------------------------------|--|
| Course Title | Accounting, Cost Accounting & Business Simulation |
| Lehrveranstaltungstitel | Buchhaltung, Kostenrechnung & Planspiel |

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|-------------------------------|--|
| Degree Program | Corporate Communication (KOMM)/Bachelor |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks/Units per Week 3.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Final examination |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Book ongoing business transactions while taking into account corporate taxation • Carry out valuations and closing entries as well as prepare and interpret an annual financial statement • Record and calculate costs as well as determine and interpret operational performance • Apply cost accounting as a control tool for short and long-term decisions • Create a variance analysis and apply it as a controlling tool |
| Content | <ul style="list-style-type: none"> • (Double-entry) accounting and annual financial statement • External accounting basics • Principles of double-entry accounting • Accounts, business cases, and accounting records • Value added tax • Valuation principles, accruals and deferrals • Balance sheet, profit and loss accounting • Content, purpose and interpretation of annual financial statements • Cost accounting • Internal accounting basics • Cost accounting, cost allocation • Income determination • Cost accounting as a decision-making tool • Variance analysis • Simulation game • Experience the effects of and the interactions between accounting and cost accounting • Understanding and explaining impacts on relevant key figures |
| Literature | Will be announced during the lecture |

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|--------------------------------|-----------------------------------|
| Course Title | Business Administration 1 |
| Lehrveranstaltungstitel | Betriebswirtschaftslehre 1 |

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|-------------------------------|---|
| Degree Program | Corporate Communication (KOMM)/Bachelor |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks/Units per Week 4.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Continuous assessment / integrative module |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Describe the functional areas of a company • Analyze companies based on their environment and internal organization • Explain the employee lifecycle and the associated, activities of human resources management • Analyze companies in terms of their structure and process organization, name the key organizational theories and describe the basic characteristics of these theories • Describe the basics of normative, strategic and operative controlling; explain the connections between the plans and the integrated company budget • Explain the basic tools of strategic management: • Describe the basic strategies available to a company as well as derive strategies • Link the theoretical knowledge acquired in the above-described functional areas and put them into practice |
| Content | <ul style="list-style-type: none"> • Basics of functional areas • Management/leadership: responsibilities of business leaders, management techniques, leadership styles • Personnel & organization: human resources management activities: personnel planning, hiring of personnel, personnel placement, human resources development, termination of employment of personnel; structuring of tasks and distinction between structure and process organization; key classical, neoclassical and modern organizational theories • Foundations of materials management, procurement, production, logistics – definitions, characteristics, objectives • Strategic management: tools of strategic management: environmental analysis, organizational analysis, core competencies and resources; competitive strategies • Business planning & controlling: tasks of business planning, formulating objectives, feedback system, normative/strategic/operational controlling, budgeting process • Interaction of the functional areas described above based on examples from the real world. |
| Literature | Will be announced during the lecture |

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| Course Title | Business Administration Fundamentals |
| Lehrveranstaltungstitel | Grundlagen der BWL |

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|-------------------------------|--|
| Degree Program | Management & Entrepreneurship (UF)/Bachelor |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks /Units per Week 4.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Course work & final examination |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Discuss principles of business administration • Describe business administration • Rate the classification of business administration • Recognize the importance of legal identity and location • Describe the principles of business management • Identify and implement company goals • Explain the planning and decision process • Describe the control process and • Explain the meaning of IT • Analyze companies in terms of their structure and process organization • Name the key organizational theories and describe the basic characteristics of these theories • Describe basic theories of motivation • Identify different leadership styles and understands the management theories the style is based on • Explain the employee lifecycle and the associated fundamental activities of human resources management using case studies • Link the theoretical knowledge acquired in the above-described functional areas and put it into practice |
| Content | <ul style="list-style-type: none"> • Business administration as a science, the economic principle, types of companies, corporate relationship, factors of productions, legal forms, location decisions, business models, value and strategy, presentation of the added-value chain • Management: Management tasks, management levels, management process, strategic planning, operative planning, decision, control, mission statement, company goals • Topic block 2: Human Resources & Organization • Structuring tasks, defining structures (functional organization, divisional organization, matrix organization, single vs. multiple line model) and procedural organization • Classical, neoclassical and modern organization theories • Leadership: Theories about motivation, management techniques and leadership style • Areas of action for HR management: Headcount planning, recruitment, personnel selection, personnel deployment, personnel appraisal, personnel development, layoffs • Selected cross-departmental functions of HR management, for example personnel controlling |
| Literature | Will be announced during the lecture |

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|--------------------------------|--|
| Course Title | Business Strategy and Strategic Controlling |
| Lehrveranstaltungstitel | Business Strategy and Strategic Controlling |

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|-------------------------------|--|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 5.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Lecture, Group work |
| Method of Assessment | Final examination, group work |
| Course objectives | Upon completion of this course, the students should be able to see the differences between operational and strategic management within a corporation. They should understand the different stages of strategic decisions (corporate, business unit, functional), they should understand the 'stakeholder'-concept and what the players in the near/far environment give to/want from the corporation. The students should show that they have acquired competences to use and apply the most important concepts of strategic analysis. |
| Content | <p>Business Management – What is it, What business are we in?</p> <ul style="list-style-type: none"> • Analysis – Choice/Options/Implementation - Phases within the Strategy process, • Vision and Mission (Ashridge) • Goals and objectives • Corporate Governance (CSR, Sustainability) • What is the basic goal of strategic management – sustainable competitive advantage – how do we get that? • What are the stakeholders for company – and what are these objectives? • Primary (Employees, Customers, Suppliers, Competition, Shareholders) • Secondary (Banks, Unions, State, Interest groups, Media, ...) • Market-driven vs. resource-based strategy • What is the market providing? • What does the company possess (Resources & Capabilities) • The value chain analysis • How can the company grow? (vertical, horizontal) • What is the Supply-chain (basic) • 'Generic' strategies (Ansoff, Porter) • Organizational Culture, Structure, Control Systems within an organization |
| Literature | Will be announced during the lecture |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|---------------------------------------|
| Course Title | International Accounting |
| Lehrveranstaltungstitel | Internationale Rechnungslegung |

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|-------------------------------|---|
| Degree Program | Management & Entrepreneurship (UF)/Bachelor |
| Credits | 2.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1.5 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Lecture, practical examples, case studies, group work, role-plays |
| Method of Assessment | Final exam (written) |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • name the aims of IFRS financial statements and who they are aimed at • describe the structure of IFRSs and how they are produced • name and describe the basic components of IFRS financial statements (statement of financial position, statement of profit or loss, statement of changes in equity, statement of cash flows, notes) • outline the principles of IFRS recognition and valuation • Identify valuation standards for initial valuation (acquisition costs, production costs) and subsequent measurement (fair value, etc.) • use the most important IFRS accounting provisions for preparing accounts and the valuation of line items in a statement of financial position (assets or liabilities) (e.g. intangible assets, tangible assets, investments, leases, inventories, provisions) • summaries the main differences between IFRS and UGB financial statements |
| Content | International Financial Reporting Standards (IFRS), the aims of IFRS financial statements, who IFRS financial statements are intended for, basic components of IFRS financial statements (statement of financial position, statement of profit or loss, statement of changes in equity, statement of cash flows, notes), IFRS valuation standards (e.g. acquisition costs, production costs, fair value), recognition and valuation according to IFRS (of e.g. intangible assets, tangible assets, investments, leases, inventories, provisions), differences between IFRS and UGB (Austrian Business Code) financial statements, outlook regarding US-GAAP. |
| Literature | Will be announced during the lecture |

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|--------------------------------|---|
| Course Title | International Financial Management |
| Lehrveranstaltungstitel | International Financial Management |

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|-------------------------------|--|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Lectures (including power point slides) covering various topics. <ul style="list-style-type: none"> Assigned readings and short cases covering lecture topics. Homework covering important quantitative topics, e.g., Exchange rate forecasting models |
| Method of Assessment | <ul style="list-style-type: none"> Assigned homework (see previous slide) Short quizzes (multiple choice questions covering lecture material) One major exam near the end of the course (short essay questions) |
| Course objectives | Upon completion of this course, students are able to provide an understanding of issues facing global business firms and global investors to enable effective financial decision-making. |
| Content | <p>This course will focus on: The financial issues facing global business firms and global investors.</p> <ul style="list-style-type: none"> We will explore the impact of exchange rates on businesses and investors. We will examine models, which businesses and investors can use to help in forecasting future moves in exchange rates. We will examine strategies, which business and investors can use to protect against adverse changes in exchange rates. We will examine other financial issues resulting from the globalization of financial markets. Cross border financing and cross border investing |
| Literature | Will be announced during the lecture |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|-------------------------------|
| Course Title | Investment and Finance |
| Lehrveranstaltungstitel | Investment and Finance |

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|-------------------------------|--|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Lecture (presentation) of contents by lecturer, working on case studies, discussion of work in progress and results |
| Method of Assessment | Presentation of journal papers (10%), 2 case studies (40%) and final written exam (50%). To pass the lecture, the students have to achieve more than 50% on the final exam and more than 50% in total |
| Course objectives | The students should gain comprehensive knowledge of investment and financing in real business life. Especially, the interaction between investment and finance and the influence on budgeting decisions, is a major lessons learned from this lecture. The students know the difference and instruments of static and dynamic investment tools and can apply them by using computer software. They learn how to interpret a Cash Flow and gain knowledge in the trade-offs between debt and equity financing. |
| Content | <p>Principles of Management</p> <ul style="list-style-type: none"> • Strategic Key Questions of a company and Stakeholder Management • Understanding the key interactions between integrated financial statements (Case on Profit/Loss, Balance Sheet and Cash Flow Statement) <p>Investment Decision Support</p> <ul style="list-style-type: none"> • Static Instruments: cost and profit comparison, profitability and static amortization • Dynamic Instruments: Net Present Value and Dynamic Amortization, Annuities and Internal Rate of Return • Considering taxes and in investment appraisal <p>Financing</p> <ul style="list-style-type: none"> • Introduction to Cash Flow Analysis • Financial Planning (Integrated Planning and Budgeting) • Working Capital Management (Payables, Receivables and Inventory – Ratios) • Capital Structure Analysis (Equity vs. Debt Financing) • Rating models and ratios • Leverage Effect – Debt & Taxes • Leasing (Operate vs. Finance) |
| Literature | Script and further information materials will be uploaded in the MOODLE course |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|------------------------|
| Course Title | Capital Markets |
| Lehrveranstaltungstitel | Capital Markets |

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|-------------------------------|--|
| Degree Program | Finance, Accounting & Taxation (FIRST)/Master |
| Credits | 5.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Frontal teaching in combination with group work and preparation of case studies |
| Method of Assessment | Pre-test: 10%, continuous assessment: 10%, final examination: 80% |
| Course objectives | <p>Students should be able to...</p> <ul style="list-style-type: none"> • Understand the main concepts of modern finance: Theory of Capital Structure, Portfolio theory, CAPM, Efficient Market Hypothesis and Option-Pricing Methods. • Understand the Concepts of Asset Valuation • Use Derivatives as risk-management tools • Know basic concepts of Insurance-theory |
| Content | <ul style="list-style-type: none"> • Overview of the financial system today, current state of capital markets. Participants, regulations, future. Financial Assets – brief overview. Interest rates, prices, valuation. • Risk and return Theories. Portfolio theory. Diversification, capital markets theory, CAPM. Two cases. “Markov’s decision and “Hewlett Foundation “portfolio construction • The equity market. Corporate stock. Valuation. Fundamental vs. technical analysis. Stock market. Efficient market hypothesis. Raising capital. “Wal-Mart stock valuation” case. Debt markets. Risks and valuation. • Financial derivatives. Financial forwards, financial futures, swaps. Options: pricing options I. binomial trees. Pricing options II. Black-Scholes model. Option Greeks. • International transactions and currency values. Trade and finance. Forward market for currencies. Functions of forward exchange. • Derivative usage: FX market structure. Eurocurrency Markets, Forward contracts and interest rate parity. Forwards, Futures, valuation, hedging and markets. • Mortgage Market. Market for collateralized Mortgage obligations. Mutual Funds, Pension Funds, Insurance Companies, Finance Companies and Other financial institutions. • The economic theory of risk and insurance. Classes of risk, cost of risk. Assumptions of risk. Cost of risk-taking. Theory of risk premium – recent developments in capital markets |
| Literature | Will be announced during the lecture |

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| Course Title | Mergers & Acquisitions |
| Lehrveranstaltungstitel | Mergers & Acquisitions |

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| Degree Program | Entrepreneurship – Executive Management (UF)/Master |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks/Units per Week 3.0 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Simulation of situations involving M&A transactions, review of case studies, guest lectures by experts, self-study |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • describe the stages of an M&A process • pick out the key success factors and most common mistakes in M&A transactions • list the central elements of an investment package, and identify the types of information that must be provided to top management during an M&A transaction • give recommendations on whether business partnerships should take precedence over acquisitions • outline the applicable legal principles and documents required for takeovers and partnerships • describe the content and procedure of a due diligence audit (e.g. strategic, cultural, financial and legal fit) • manage acquisition and valuation negotiations, and reflect critically on the results of such negotiations • prepare a post-merger integration Program, and describe the role of related communications activities |
| Content | Exogenous vs. endogenous corporate growth, mergers, takeovers, joint ventures, strategic partnerships, types of M&A transaction (horizontal, vertical and conglomerate acquisitions), friendly vs. hostile takeovers, Austrian takeover law (e.g. public offers and obligatory offers), M&A participants (e.g. acquiring company, target company and M&A advisers), factors leading to the success or failure of M&A transactions, structure of M&A processes, objectives of acquisitions (e.g. leveraging synergies and achieving scale economies), due diligence audits (e.g. strategic, cultural and legal fit), company valuation, takeover negotiations, contract formulation, post-merger integration, synergies, acquisition controlling (e.g. economic value added method), value reporting, special features of foreign acquisitions, empirical studies on M&A, accounting for M&A transactions under the Austrian Business Code (UGB) and International Financial Reporting Standards (IFRS) (e.g. goodwill and impairment) |
| Literature | Will be announced during the lecture |

General Management

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| Course Title | Business Process Management |
| Lehrveranstaltungstitel | Geschäftsprozessmanagement |

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|-------------------------------|---|
| Degree Program | Management & Entrepreneurship (UF)/Bachelor |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks /Units per Week 2.0 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Combination of lectures, case study review, discussions, group work and presentations |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • analyze processes; design and implement processes in line with strategy • explain the importance of quality and process orientation as a cross-cutting function in organizations • plan and carry out their own future projects, case studies or development assignments using appropriate methods correctly, and prepare their work so that it can support decision-making • explain project implementation requirements |
| Content | Strategic and operational business process management, functional vs. business process orientation, customer orientation, primary and secondary business processes, identifying and designing business processes, strategic process planning, operational process planning (cycle time, process costs, etc.), business process modelling, assessing processes using maturity models, business process risk management, business process reengineering, process improvement approaches (e.g. Six Sigma, Kaizen), activity-based costing, IT tools that support business process management, quality management |
| Literature | Will be announced during the lecture |

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| Course Titel | Change Management |
| Lehrveranstaltungstitel | Change Management |

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| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 5.0 ECTS |
| Hours | 18 semester weeks /Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | The instructor employs the Socratic Method in teaching this class. Rather than simply the traditional lecture, the teacher will be asking questions and providing cases and examples to encourage the student's participation and to facilitate a deeper understanding of the course material. Rather, we will build the discussion on answers given. |
| Method of Assessment | <p>Each student will be assigned to a group, to present a project before the class. The cases will be handed out early in the session. The project will consist of a written analysis and a 5 to 7-minute presentation, followed by a 5-minute Q&A. The intent is for the students to amplify on materials covered in the course, applying this material to a "real" situation using PowerPoint, and/or other creative and entertaining delivery vehicles. Thoroughness, objectivity and articulation will be the basis for the grade given.</p> <p>The students will be asked to submit short synopsis of significant articles provided through the Moodle site.</p> <p>The final exam will be multiple choice questions short answers and a short case and will be comprehensive. Students will be responsible for learning both the reading, and information provided by class discussions and group case presentations.</p> |
| Course objectives | <ul style="list-style-type: none"> • Understand the change process, the dynamic nature of the business environment, and the resultant effects of rapid change on an organization and its stakeholders. • Understand the basic causes of change, and resistances to change, in the business world. • Learn the methods of effectively anticipating, influencing and implementing change in corporate settings with differing corporate cultures. • Understand the role of leadership in effectively managing change. |
| Content | The rapidly changing technological and global markets present business managers with new opportunities and challenges that require "out of the box" thinking and decisions. With this in mind, we will explore many of the issues organizations face in trying to achieve their strategic objectives and satisfy the needs of their customers, beginning with a discussion of general principles and then addressing more specific strategies and tactics as the semester progresses. Readings will provide much of the framework for the course. Though ESCEM students are not required to purchase the two texts, most of the class information and theory will be derived from them. Critical chapters will be available on the Moodle site along with other critical and very current writing in the area of change management. |
| Literature | Will be announced during the lecture. |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|----------------------------------|
| Course Title | Cross-Cultural Management |
| Lehrveranstaltungstitel | Cross-Cultural Management |

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|-------------------------------|---|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Interactive lecture, experiential exercises, role plays, presentation |
| Method of Assessment | Final report, exam |
| Course objectives | <p>The course aims to:</p> <ul style="list-style-type: none"> • provide students with a conceptual, theoretical and practical knowledge of intercultural management concepts and theory • review existing literature and theory in the field of inter- and cross-cultural management • understand the challenges of intercultural management • help participants to understand the theoretical foundation of managing an international workforce in a multinational corporation, its processes, tools and implementation within corporations • discuss the relevance of diversity in multinational corporations and during internationalization processes • provide a basic foundation to enable the student to understand, analyze and make appropriate strategic choices in a multi-cultural workplace and to apply intercultural skills in concrete situations |
| Content | The concept of culture; Cultural differences and concepts; Culture shock and stress; Cross-cultural management styles, communication, and leadership |
| Literature | Will be announced during the lecture |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|---|
| Course Title | Elective: Hotel Management |
| Lehrveranstaltungstitel | Spezialisierung: Hotelmanagement |

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| Degree Program | Hospitality & Tourism Management (TM)/Bachelor |
| Credits | 2.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.5 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Integrated course, lecture |
| Method of Assessment | Assessment by course work |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • name key business types, domestic and international hotel structures and hotel industry related institutions • describe the structure and organisation of a hotel, and the detailed structure and responsibilities of its departments • identify and analyse communication issues between departments • evaluate the advantages and disadvantages of outsourcing in different areas of the hotel business • explain key terminology and correctly use it context • identify and discuss current industry developments and possible career paths |
| Content | <p>Foundation: business types, national and international structures, institutions Hotel departments and structures, organisational structure and organigramme Structure and responsibilities of departments in detail, e.g. housekeeping, maintenance, food and beverages Common communication challenges within and between departments Advantages and disadvantages of outsourcing for various departments General terminology Current issues and articles; career paths</p> |
| Literature | Will be announced during the lecture |

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|--------------------------------|-------------------------|
| Course Title | Event Management |
| Lehrveranstaltungstitel | Event Management |

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|-------------------------------|---|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Lecture-based/in-class activities |
| Method of Assessment | Assignment #1 – Event Critique Assignment #2 – Event Proposal/Event Plan Midterm Exam Assignment #3 – Event Proposal Presentations Assignment #4 – Sponsorship Package |
| Course objectives | <p>Upon successful completion of this course students shall be able to:</p> <ul style="list-style-type: none"> • Collect and interpret research to plan, design, promote, and implement an event • Analyze contracts and liabilities • Produce a budget for a specific event • Perform as a team member with fellow students • Discuss, describe and evaluate different types of events and festivals dominating today's market place. • Differentiate between for profit and not for profit events • Deliver Risk and Feasibility Study for event. • Analyze the economic benefits of special events. • Prepare a strategic plan and event proposal. • Differentiate between fundraising and sponsorship and discuss strategies for the same. • Develop a comprehensive event plan. • Develop a marketing communications strategy that includes public relations and advertising. • Develop an implementation plan for crisis management. • Develop leadership skills. |
| Content | <p>Event Management is a rapidly developing business practice. This course will enable students to be effective managers in planning and staging special events for Tourism, Cultural, Business and Sporting Events. Special Events are a significant segment of the Tourism Industry, exemplified by the meetings, conventions, exhibitions and incentives business. Cities plan thousands of sporting events and festivals to attract tourists. In addition, there are innumerable private celebrations including weddings, parties, and ceremonies. Students will be able to plan all aspects of special events from concept and design, marketing and promotion, risk management, staging and staffing, operations and logistics, safety and security to monitoring and evaluation of the event.</p> <p>Detailed Course Description</p> <ul style="list-style-type: none"> • Discuss, describe and evaluate different sizes, types, characteristics and complexities of special events. • Develop a systematic approach to planning, developing, and marketing of special events, including festivals, celebrations, exhibitions and special corporate events and events within events. • Provide practical planning and marketing methods and techniques for use by corporate, not-for-profit and event marketing organizations including feasibility and risk assessment. • Differentiate between fundraising and sponsorship and discuss strategies for the same |

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| | <ul style="list-style-type: none"> • Use strategic marketing to acquire event audience and forge successful corporate alliances (Stakeholders or partners). • Develop a comprehensive event plan incorporating: a strategic and operational plan, sponsorship strategy, marketing plan (including target markets, communication strategy), financial and risk management assessment and event evaluation. • Examine the costs and benefits (both economic and social) of special events. • Examine careers and employment opportunities in a constantly changing environment and relative industry organizations. |
| Literature | <p>Event Management for Tourism, Cultural, Business, and Sporting Events by Lynn Van Der Wagen and Brenda R. Calos</p> <p>** Additional handouts/case studies etc.</p> |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|----------------------------------|
| Course Title | Human Resource Management |
| Lehrveranstaltungstitel | Human Resource Management |

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| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Methode of Instruction | This course differs from the approach taken in many classes in that it the professor uses Harvard Business School teaching method with its creative mix of interactive lectures, multimedia cases, discussions, role-plays and innovative assignments. |
| Methode of Assessment | Written Exam |
| Course objectives | <p>The objective of this course is to provide participants with a deeper understanding of the contemporary human resource management. After completing this course students should be able to:</p> <ul style="list-style-type: none"> - Explain in detail some of the frameworks that underpin managing people in organizations - Employ these models in analyzing practical problems of human resource management - Describe the implications these models have for managing organizations and employees |
| Content | <p>The management of human capital in large, established enterprises creates a range of multi-faceted challenges for the general manager. A general manager needs to understand the internal workings of a firm, how to assess and create a strategy, and how to take into account increasing globalization. While these issues are distinct, they are very much intertwined. As a result, this course will provide you with an integrated view of these challenges and show you that successful human resource management in the 21st century requires a combination of insights drawn from economics, sociology, psychology and political economy. The course has two main parts. The course starts with a session in which you will receive a roadmap for this two-day-long journey.</p> <p>The first major part of the course will deal with fundamental issues of strategy, examining issues central to the long- and short-term competitive position of an enterprise. We will develop a set of analytical frameworks that enable you to explain performance differences among firms and that provide a structure for strategic decisions in managing people to enhance firms' future competitive positions.</p> <p>The second part of the course stresses the fact that organizational life is built around a complex interplay of social forces. Networks of cooperation, group conflicts, systems of power and influence, career paths, and reward systems shape how people and organizations manage and are managed. In this part of the course, we will create a framework for analyzing the impact of these social forces on individuals, groups, and the organization. In particular, we study how to motivate and lead those you manage. Moreover, we will study how to develop and implement human resource systems that achieve competitive advantage through the management of people.</p> |
| Literature | Will be announced during the lecture |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|-----------------------------------|
| Course Title | International Contract Law |
| Lehrveranstaltungstitel | International Contract Law |

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| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Methode of Instruction | Lecture, case studies and discussion |
| Methode of Assessment | Project work & case studies |
| Course objectives | <ul style="list-style-type: none"> • After this course the students will • be able to negotiate contracts on an international level; • be aware of the similarities and differences of different legal systems; • understand the principle of offer & acceptance; • know how to structure a cross-border contract; • be able to make use of internationally recognized tools, such as the Letter of Credit or the INCOTERMS. |
| Content | <p>The course provides sound knowledge with regard to</p> <ul style="list-style-type: none"> • the generally recognized principles in International Commercial Law; • differences in negotiation styles among nations; • comparison of the Anglo-Saxon legal-system vs. the continental European legal-system (as most legal systems around the world are either based on one or the other); • the areas where local laws may matter; • the importance of agreeing on a choice of law and the place of jurisdiction; • the universally applicable INCOTERMS; • the so-called “Letters of Credit” which secure the payment of international transactions; • how to structure an international contract. |
| Literature | Will be announced during the lecture |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|---|
| Course Title | Internationalization Strategies |
| Lehrveranstaltungstitel | Internationalisierungsstrategien |

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|-------------------------------|--|
| Degree Program | Management & Entrepreneurship (UF)/Bachelor |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks /Units per Week 1.5 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Lecture, practical examples, case studies, group work, role-plays |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • understand the challenge of international expansion holistically – from the strategic, financial and cultural points of view • describe the cultural considerations in international strategy • outline models for structured selection of markets for expansion and use them correctly • develop a suitable organizational structure for international expansion activities |
| Content | Influencing factors in the international expansion process in terms of distribution and supply chain, macroeconomic factors along the industrial and corporate value chain, strategic international development methods (including M&A and post-merger integration), embedding international activities in organizational structure. |
| Literature | Will be announced during the lecture |

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|--------------------------------|---------------------------------|
| Course Title | Real Business Simulation |
| Lehrveranstaltungstitel | Real Business Simulation |

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|-------------------------------|---|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Group work |
| Method of Assessment | Assessment by course work |
| Course objectives | <p>After a Real Business Seminar, you will be able to</p> <ul style="list-style-type: none"> • understand all levels of your company and take the right management decisions • see the complex responsibilities of the company's success • understand the details of financial- and cost accounting • evaluate finance and investments • understand the needs of working aligned to the chosen strategy • evaluate the benefit of managerial accounting systems • develop your own ratios and take decisions from your information systems • better communicate the need for planning and budgeting • realize the value of your company and how to manage it |
| Content | <p>Real Business is a management and company simulation that enables an efficient transfer of business knowledge. In an intensive seminar (2-3 days) participants work together in teams and are confronted with the most relevant topics of business administration and business management. Due to the nature of the simulation, the participants develop necessary management instruments themselves and can immediately use them in practice. This method ensures the long-term success of their learning experience. The following topics are covered in the seminar:</p> <ul style="list-style-type: none"> • Accounting and Balance Sheet • Financial Statement Analysis and Corporate Ratios • Cash Management and Treasury • Process Management and Flow of Capital • Finance and Investment Decisions • Cost Accounting • Marketing and Pricing • Strategic Management • Value Management and Shareholder Value • Company Evaluation <p>Real Business is especially suited for international teams. The interaction and the intense teamwork ensure the development of a common understanding of the company. Specifically, Real Business allows for the development of</p> <ul style="list-style-type: none"> • a common culture among the team • an understanding of different cultural backgrounds • a common language and communication style • roles as well as strengths of each participant • respect for different approaches in problem solving • Concept of risk utility function • Practical case study |
| Literature | none |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|---------------------------------|
| Course Title | Strategic Management |
| Lehrveranstaltungstitel | Strategisches Management |

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| Degree Program | Management & Entrepreneurship (UF)/Bachelor |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks /Units per Week 2.0 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Combination of lectures, case study review, discussions, group work and presentations |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • name the components of a methodical, complete strategic planning process • develop strategic direction for an organization and prepare implementation • use tools for analysis, discovering options and implementation phases as appropriate, interpret the results and derive practical recommendations from them • analyze the value chain within a business, propose measures for optimization and implement these using a suitable change management strategy • name the key components needed for setting up strategic control |
| Content | Vision, mission, mission statement, strategic concept, strategy development, strategy formulation at the corporate level, business segments, portfolio analysis tools (e.g. BCG matrix, McKinsey matrix), internal and external development of business segments, strategic alliances, diversification strategies, strategy formulation at business segment level, competitive advantage, differentiation, cost leadership, experience curve effect, strategic game board, innovation, SWOT analysis, potential analysis, market environment analysis (macro environment, micro environment), Porter five forces model, (core) competences, strategy implementation, strategic early warning systems, strategic control. |
| Literature | Will be announced during the lecture |

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|--------------------------------|--|
| Course Title | The Globalizing World of Multi-National Companies |
| Lehrveranstaltungstitel | The Globalizing World of Multi-National Companies |

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|-------------------------------|---|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 5.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | <p>Methods of teaching and learning are based on adult learning techniques and self-directed learning. Each session explores the concepts and provides the information on the study topic. Exercises and role-plays are used to test international business insights and skills, while case studies and instructional material documenting the experiences of organizations in international business are included. Current issues in international business including readings will be issued in class discussion as they arise during the course.</p> <p>The course is interactive and requires a high level of involvement from students during the class sessions. Students are expected to come to class prepared. It is expected that students will read any material supplied before coming to class. Students required to present during a class session, are expected to be prepared and ready to present their materials to the class at the specified time. Those students not presenting are expected to have reviewed the readings and cases, listen to the presentations, and ask questions appropriately. Students are also expected to participate in all class discussions. Beyond the required reading, students are encouraged to use other resources.</p> |
| Method of Assessment | Two Assignments and one final written examination |
| Course objective | <p>This course is based on the premise that we live in a global age. A very complex, rapidly changing environment, which is difficult to fully grasp the significance for business. However, it is important that business understands the sheer magnitude, diversity and complexity of globalization, which involves almost everyone, everything and every place, each in immeasurable ways. Multi-National Companies (MNCs) through intelligence and skillful management are able to develop markets and negotiate optimum production locations. In turn, the resulting location patterns show up around the world as key areas of industrial development and or industrial excellence.</p> <p>The objective of the course seeks to develop an ability to analyze global processes and flows which impact on business from a strategic perspective. In addition, it aims to provide participants with the knowledge and skills to analyze industries and MNCs business to see how they have evolved in recent years in such a complex and changing global environment and their likely future success.</p> <p>The assessment requires the students to identify a MNC they believe has adapted their business over time to be successful in the current world market. The students are required to review the evolution of the industry in which the MNC is located, trace the development, and evaluate the success of the current strategy of the MNC.</p> <p>Learning outcomes</p> <p>On completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Explain globalization, the drivers and the changing global economy of twenty first century including the Americanization of the international world and growing focus on consumerism. • recognize and explain the major international process and flows which impact on the global environment • identify and understand the role of the key institutional and financial structures governing the global economy |

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| | <ul style="list-style-type: none"> • recognize, explain and predict the global flows of people and environmental influences which impact on the management of MNCs and business enterprises • identify, describe and explain negative flows and process which cause change to MNC operations • identify, describe and explain the patterns of specified industries throughout the world – eg world auto industry or world food industry • analyze and synthesize MNCs to explain their adaptation to the global environment over time and evaluate their current strategies |
| Content | <p>Part I. An Introduction to the Global World facing the MNC</p> <p>1 Globalization and the MNC</p> <p>Part 2. Global Flows and Processes facing MNC</p> <p>2. Global Political Flows and Processes</p> <p>3. Global Financial and Economic Structures and Processes</p> <p>4. Global Economic Flows and Processes</p> <p>5. Global Cultural Flows and Processes</p> <p>6. Hi-Tech Global Flows and Structures</p> <p>7. Global Flows of People</p> <p>8. Global Environmental Flows</p> <p>9. Global Negative Flows and Processes</p> <p>Part 3 Global Patterns of Industry</p> <p>10 Auto industry and/or, Food industry</p> <p>Part 4 Changing World of the MNC</p> <p>11. The Adaption of the MNC to the Globalizing World.</p> |
| Literature | Current readings and materials will be announced during the lecture. |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|-------------------------------------|
| Course Title | Academic Reading and Writing |
| Lehrveranstaltungstitel | Academic Reading and Writing |

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|-------------------------------|---|
| Degree Program | Entrepreneurship – Executive Management (UF)/Master |
| Credits | 2.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Analyze and understand English academic texts (e.g. abstract) in terms of style and expression, structure and argumentation • Systematically research, select, extract, categorize and combine subject-relevant literature written in English • Follow the academic requirements (quality criteria, mode of thinking) in the writing process • Identify and use linguistic tools in the writing process of an academic paper. |
| Content | Read and grasp academic texts (incl. abstracts) |
| Literature | Will be announced during the lecture |

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|--------------------------------|------------------------|
| Course Title | Business Ethics |
| Lehrveranstaltungstitel | Business Ethics |

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|-------------------------------|--|
| Degree Program | Leadership in Hospitality & Tourism (TM)/Master |
| Credits | 2.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Final examination (100% written) |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • make general connections between ethics, economy, society and politics, especially with regard to questions of responsibility in their own profession • systematically analyze and critically discuss questions of ethics in management and consulting • explain the fundamental approaches of Corporate Governance & Business Ethics |
| Content | <p>This module focuses on the ethical aspects of corporate activity from the perspective of professional practice. Various approaches to ethics are presented. Traditional management theories such as the Principal-Agent theory and the Shareholder Value approach are explained from an ethical perspective. The applicability and importance of ethical management theories, such as the Stakeholder theory or the Triple Bottom Line approach, are also discussed. In particular, attention is paid to the Sustainable Development Goals (SDGs) and their implementation in economic practice.</p> <p>Next, an overview of the key corporate governance and compliance guidelines is given. Specific areas such as diversity and ethical leadership are also addressed.</p> |
| Literature | Will be announced during the lecture |

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|--------------------------------|----------------------------------|
| Course Title | Business Research Methods |
| Lehrveranstaltungstitel | Business Research Methods |

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|-------------------------------|--|
| Degree Program | Entrepreneurship – Executive Management (UF)/Master |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.5 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Understand a variety of theoretical standpoints • Identify and understand the importance of academic research in terms of employing systematic, methodologically sound, and comprehensible problem-solving approaches • Differentiate between qualitative and quantitative as well as multi-method (e.g. case study) research approaches and designs and know their specific features • Decide on a research design on the basis of logical criteria (e.g. version of the literature) • Understand key qualitative and quantitative as well as multi-method survey and evaluation methods, assess their suitability for the processing of specific research questions and apply them. |
| Content | <ul style="list-style-type: none"> • Basics of social and economic research and modeling (academic assumptions, theory, models, hypotheses, arguments, definitions, deduction and induction, variables, construct, dimensions) • Quantitative survey and evaluation techniques (questionnaire design, descriptive-statistical evaluation techniques, comparisons of averages, correlations, regression, etc.) • Qualitative survey and evaluation techniques (qualitative interviews, content analysis, etc.) |
| Literature | Will be announced during the lecture |

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|--------------------------------|---|
| Course Title | Business Process and Supply Chain Management |
| Lehrveranstaltungstitel | Business Process and Supply Chain Management |

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|-------------------------------|--|
| Degree Program | Entrepreneurship – Executive Management (UF)/Master |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks/Units per Week 3.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Continuous assessment; final examination |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Describe Business Process Management and explain it using examples • Assess the added value of Process Management • Explain the importance of Business Process Management • Explain how processes are created and revised and how companies measure process success • Describe Supply Chain Management • Discuss different supply chain models on the basis of examples • Explain and outline the focus on IT programs, how these are optimally integrated into the Business Process and Supply Chain Management • Name and critically scrutinize current trends in the Business Process and Supply Chain Management |
| Content | <ul style="list-style-type: none"> • Critical factors for success of Business Process Management • Technology and digitization in Business Process Management • Tools and models (e.g. 7FE framework) • Quality Management • Process modelling and process evaluation • Intra- and interorganizational BPM • Supply Chain Management: Structure, analysis of supply chain models • Modern supply chains as networks • Design of SCM processes • Effect of globalization on supply chain processes • Web-based supply chains • Relationship of BPM and SCM |
| Literature | Will be announced during the lecture |

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|--------------------------------|-----------------------------------|
| Course Title | Critical Issues in Tourism |
| Lehrveranstaltungstitel | Critical Issues in Tourism |

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|-------------------------------|---|
| Degree Program | Leadership in Hospitality & Tourism (TM)/Master |
| Credits | 9.0 ECTS |
| Hours | 18 semester weeks/Units per Week 4.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Continuous assessment (45% learning outcome checks, 55% written final examination) |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • describe and discuss sociological and psychological theories and socio-political phenomena in order to explain travel • describe structures and characteristics of specific, critical forms of tourism, to identify challenges, and explain and discuss action approaches and concepts |
| Content | <p>Tourism sociology (theories to explain travel, risks and crises and their effects on tourism)</p> <p>Tourism psychology (travel motivation, travel outcomes and habits, intercultural contacts, critical forms of tourism)</p> <p>Tourism in developing countries (definitions, importance, characteristics of tourism infrastructure, developmental and political instruments, alternative concepts and strategies)</p> <p>Tourism and mobility (tourism mobility, transport selection, mobility psychology, shared space, intermodality, traffic calming in the tourism context, mobility requirements of tourist groups, advertising and marketing for tourism mobility)</p> <p>Trend Research in Tourism</p> <p>Interactions between architecture and tourism; effect of design and composition</p> <p>Accessibility in tourism, legal fundamentals, implementation in practice</p> <p>Purpose approaches in tourism: the use and effect of light, color, scent and music in guest contact and within the context of tourism</p> |
| Literature | Will be announced during the lecture |

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|--------------------------------|--|
| Course Title | Cross Cultural & Diversity Management |
| Lehrveranstaltungstitel | Cross Cultural & Diversity Management |

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|-------------------------------|--|
| Degree Program | Communication Management (KOMM)/Master |
| Credits | 2.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | Lecture, exercises, project work, individual work, group work, case studies. |
| Method of Assessment | Final exam |
| Course objectives | <p>Upon completion of this module, students will have demonstrated that they are able to:</p> <ul style="list-style-type: none"> • identify and name the similarities and differences between different cultures • identify culturally specific features of communication • identify and resolve intercultural conflicts • appreciate the challenges involved in working as part of an intercultural team • assess the relevance of diversity issues at a micro, meso and macro level • understand the diversity related challenges which society and companies face • understand diversity related opportunities and risk, and implement strategies to exploit the opportunities and the avoid risks • understand diversity related opportunities and risk, and implement strategies to exploit the opportunities and the avoid risks |
| Content | <ul style="list-style-type: none"> • Models of culture and terminology • Cross cultural, diversity and gender competencies • Avoiding conflict in these areas • The challenges of managing multinational teams in companies • Diversity and gender issues in Austrian and other cultures; cultural sensitization • Prerequisites and obstacles • Implementation in organizations • Working environments in other cultures • Links between diversity and gender • Case studies and analysis of real-world situations |
| Literature | Will be announced during the lecture |

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|--------------------------------|--|
| Course Title | General Business Management and Business Simulation |
| Lehrveranstaltungstitel | General Business Management and Business Simulation |

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| Degree Program | Entrepreneurship – Executive Management (UF)/Master |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks/Units per Week 4.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Foster solution-driven behaviour in a team • Explain how corporate goals are achieved and their effects • Analyze the impact of corporate culture on the attainment of corporate goals • Outline the conditions necessary for the design and execution of strategy at company and business-segment level • Identify common organizational forms, consider the conditions which they are most suited to, and link this to strategy design based on the “structure follows strategy” approach • Explain the functions of human resources management (e.g. human resources planning, staff deployment, human resources development) and link this to the concept of organization • Identify, understand and apply the key elements of requirements for the preparation of annual financial statements • Prepare an annual financial statement and interpret and analyze it using performance indicators • Apply selected methods and instruments of operational business controlling (e.g. budgeting and variance analysis) • Assess static and dynamic investment plans and compare possible alternatives (e.g. equity financing, internal financing) based on investment appraisal calculations • Understand the applications, structure and content of a business plan • Understand the links between the different areas of internal and external accounting • Understand the knock-on effects that decisions will have on other areas of a business and predict their impacts on the annual financial statement • Find solutions to operational problems as part of a team and debate them with others. |
| Content | <ul style="list-style-type: none"> • Group processes, team building, team roles, decision-making in teams • Developing an entrepreneurial understanding • Understanding the global context of the economy • Business Ethics and Corporate Social Responsibility • Company forms • Management roles, functions and skills • Running the business • Human Resource Management, People in the Organization • Principles of marketing: Building relationships with customers for the purposes of gaining a competitive advantage, product and price strategies, distribution • Information management for improving corporate decisions • The financial system and aspects of financial management • Reporting and accounting concepts • Business controlling and the budget process • Financial markets and investment strategies • The money supply and the banking system • Company simulation |
| Literature | Will be announced during the lecture |

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|--------------------------------|----------------------------------|
| Course Title | Human Resource Management |
| Lehrveranstaltungstitel | Human Resource Management |

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|-------------------------------|---|
| Degree Program | Organizational & Human Resources Development (PWOE)/Master |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks/Units per Week 4.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | inter alia business practice talks, lecture, case studies, home assignments, presentations in the form of individual study and group work, E-Learning and independent study |
| Method of Assessment | continuous assessment |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • describe the areas of activity in HRM and recognise interrelationships between them • place HRM tasks in their operational context and establish connections between them and other areas of business administration • explain the significance of HR strategy/HR strategies as part of business strategy • describe Ulrich's four key roles of HR (business partner, change agent, employee champion and administrative expert) and critically discuss them • explain the challenges and special features of international HRM • explain performance management methods and evaluate them in terms of their suitability to specific situations • identify and explain the core responsibilities of HRM • describe different basic pay structures and variable compensation models and apply them individually • form connections between HR issues and knowledge management issues • apply basic legal knowledge to questions of labour law (in particular employment contracts and works councils) in simple cases • discuss current HRM topics and form their own opinions about them |
| Content | <ul style="list-style-type: none"> • Defining human resource management (HRM) and human capital management • Areas of activity in HRM (HR planning, staff placement, redundancy and dismissal, etc.) • Dave Ulrich's classification of competencies and roles • Relationship between HR and business processes • HR strategy and business strategy • International HRM • Performance management • Responsibilities of HR administration • Compensation and benefits • Knowledge management in HRM • Basic aspects of labor law |
| Literature | Will be announced during the lecture |

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|--------------------------------|------------------------------|
| Course Title | Innovation in Tourism |
| Lehrveranstaltungstitel | Innovation in Tourism |

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|-------------------------------|--|
| Degree Program | Leadership in Hospitality & Tourism (TM)/Master |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1.0 |
| Semester in Curriculum | 3rd semester |
| Method of Instruction | integrated course, presentation, guest lecture |
| Method of Assessment | Continuous assessment Realworld task |
| Course objectives | Upon completion of this course, students are able to: <ul style="list-style-type: none"> • describe the current status of research on tourism innovation • identify international examples of innovation in tourism • appraise the structures and practices of innovative businesses • establish connections between theoretical concepts and practical examples • relate, describe and discuss the current status of specialist topics specific to the tourist industry in English |
| Content | Innovation management research seminar Methods and tools of innovation management International developments in tourism innovation International best practice Discussion and exchange with guest lecturers |
| Literature | Will be announced during the lecture |

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|--------------------------------|--|
| Course Title | International Economics and Economic Policy |
| Lehrveranstaltungstitel | International Economics and Economic Policy |

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|-------------------------------|---|
| Degree Program | Entrepreneurship – Executive Management (UF)/Master |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks/Units per Week 3.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Continuous assessment; final examination |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Explain the fundamental concepts of macroeconomics • Name the key economic problems in the industrialized nations, specifically unemployment, budget deficit and national debt, to substantiate these problems and to critically discuss the various approaches to solving them • Describe the crisis since 2007 and discuss the various theories on its origins • Interpret the key problems of the global economy, specifically the exchange rates, oil price, inflation dynamics and interest rate movements • Explain various aspects regarding the dynamics of the financial markets |
| Content | <ul style="list-style-type: none"> • Basic microeconomics, links to macroeconomics • Macroeconomic models: Monetary models, monetary policy • Applied Macroeconomics: Main problems in industrialized nations, unemployment, budget deficit and national debt • Applied Macroeconomics: The great crisis since 2007 • Applied Macroeconomics: Exchange rates, oil price and inflation dynamics, interest rate systems • Applied Macroeconomics: International financial crises, current account deficits, location determination in the development cycle • Dynamics of the financial markets: Theoretical foundations: Market efficiency vs. bull & bear hypothesis, instruments, transaction dynamics • Dynamics and models of the financial markets: Dynamics of exchange rates, commodity prices and interest rates. Speculation systems: Profitability, price (feedback) effects, Minsky dynamics • Economic policy |
| Literature | Will be announced during the lecture |

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|--------------------------------|--|
| Course Title | Organizational Culture and Intercultural Management |
| Lehrveranstaltungstitel | Organisationskultur und interkulturelles Management |

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|-------------------------------|---|
| Degree Program | Organizational & Human Resources Development (PWOE)/Master |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Continuous assessment / final examination |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Explain the structure and processes of organizations and analyze their advantages and disadvantages. • Explain selected (new) organizational theories and apply them to case studies. • Describe the basic principles of the system theory. • Understand culture and explain culture as a property of an organization. • Identify and describe characteristics of organizational cultures. • Analyze organizational cultures. • Present objective and constructivist approaches to the construct of organizational culture. • Describe the structure of organizational culture and subcultures. • Explain selected theories of organizational culture and interculturality. • Explain strategies of internationalization and intercultural management. • Describe the planning and application of training for intercultural settings, and apply the training. |
| Content | <ul style="list-style-type: none"> • Foundations of organizational culture • Central models and concepts of organizational culture • Work on and with different cultures • Intercultural & diversity management • Knowledge about cultural phenomena |
| Literature | Will be announced during the lecture |

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|--------------------------------|---|
| Course Title | Strategic Management and Microeconomics of Competitiveness |
| Lehrveranstaltungstitel | Strategic Management and Microeconomics of Competitiveness |

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|-------------------------------|---|
| Degree Program | Leadership in Hospitality & Tourism (TM)/Master |
| Credits | 1.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | 100% continuous assessment (integrated case example) / integrative module |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • explain and recognize traditional and modern management concepts, where these can be applied, as well as to reflect on the implications of their management behavior, • recognize general relationships between business environments as well as their effects on a business, • recognize and analyze determinants of competition, • define clusters and their implications for strategic management at company level. |
| Content | <p>This module focuses on the integrative discussion of the topics of Strategy and Microeconomics of Competitiveness (MoC) from the perspective of professional practice. To this end, the module offers a broad overview of strategic management and its specific tools, such as the Five Forces model or the value chain analysis. Apart from traditional management theories such as the Principal-Agent theory and the Stakeholder vs. Shareholder Value approach, the latest trends in this discipline are also presented, e.g. the Blue Ocean strategy and relationships between strategy and innovation. The MoC part primarily discusses determinants of the competition, both from the business perspective but also especially from a microeconomic perspective. This includes, above all, the attractiveness of the business environment, locational circumstances, the role of clusters and their effect on the productivity and competitiveness of businesses. MoC will mainly be taught using case study methods.</p> <p>Note: MoC is a course of the Affiliate Network of the Harvard Business School. The module description follows the stipulations of the Harvard Business School.</p> |
| Literature | Will be announced during the lecture |

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|--------------------------------|---------------------------|
| Course Title | The Tourism System |
| Lehrveranstaltungstitel | The Tourism System |

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|-------------------------------|---|
| Degree Program | Leadership in Hospitality & Tourism (TM)/Master |
| Credits | 1.0 ECTS |
| Hours | 18 semester weeks/Units per Week 1.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | 80% written entry and/or final examination; 20% continuous assessment (learning tasks) |
| Course objectives | <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • describe tourism in Austria and name the most important (inter)national players and developments in tourism • identify system relationships and explain the mechanisms of (inter)national tourism |
| Content | <p>The tourism system and system relationships Findings from travel behavior Fundamentals and organization of tourism Tourism service providers Processes and interactions of the key system participants, especially at destination level</p> |
| Literature | Will be announced during the lecture |

Marketing and Sales

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| Course Title | Global Marketing |
| Lehrveranstaltungstitel | Global Marketing |

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|-------------------------------|--|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 5.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | The instructor employs the Socratic Method in teaching this class. Rather than simply using the traditional lecture, students will be asked questions to encourage participation and to facilitate a deeper understanding of the course material. We will build the discussion on answers given. Cases and current readings will also be used to give students significant exposure to personal selling and sales management issues. DVDs and videos will also be used to enhance learning. |
| Method of Assessment | <p>Each student will be assigned to a group, to present chapter material before the class. The assigned topic will be given on the first day of class. Each case will consist of a 25-minute presentation, followed by a 5-minute Q&A. The intent is for the students to amplify on the chapter content by researching the topic, using handouts, PowerPoint, and/or other creative and entertaining delivery vehicles. Thoroughness, objectivity and articulation will be the basis for the grade given.</p> <p>The Final Exam will have multiple-choice questions. The exam will be comprehensive, covering the entire course. This means good note taking in class is advisable.</p> |
| Course objectives | <ul style="list-style-type: none"> • Understand the creation and enhancement of the concept of customer value-driven global marketing, and the resultant effects on an MNC and its customers. • Understand the fundamental concepts of global marketing functions and strategies. • Understand the four Ps of global marketing. • Have an understanding of differing approaches to market channels and logistics across borders. • Understand the impact of new trends in global marketing, including the use of social media, and the importance of ethics. |
| Content | <p>Effective marketing management is integral to a firm's success and has both art and science at its core. In fact, in the final analysis, sales is the CORE of the final purchase decisions made by customers resulting in business revenues and profits. Without successful sales programs, there will be no business. Unlike accounting, "correct" answers are often difficult to come by in many sales scenarios. Indeed, there can be several correct answers to marketing and sales problems. The challenge, then, is to find the "best" correct answer.</p> <p>As a result of new economic, technical and competitive dynamics, companies are being forced to become more market-oriented and customer-driven. Marketing costs typically make up about 35-50% of the total price of a product, and personal sales is the single most expensive component of the Marketing Mix and has the most direct impact on purchase decisions made by the customer. The role of both marketing in general, and the sales force in particular, are expanding greatly and assuming new and greater responsibility to build and manage customer relationships.</p> <p>The rapidly changing technological and global marketing environment presents marketers with new opportunities and challenges that require "out of the box"</p> |

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| | thinking and decisions. With this in mind, we will explore many of the issues organizations face in trying to serve customers, beginning with a discussion of general principles and then addressing more specific strategies and tactics as the semester progresses. |
| Literature | Will be announced during the lecture |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|---------------------------------------|
| Course Title | International Sports Marketing |
| Lehrveranstaltungstitel | International Sports Marketing |

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|-------------------------------|--|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Lecture-based course that uses case studies, group projects, class presentations and textbook reading assignments. The lectures are backed up by power point presentations made available to the students. |
| Method of Assessment | Major Project (25%); Olympic Presentation (5%); Mid Term Exam (30%); Class Participation (10%); Final Exam (30%) |
| Course objectives | <ul style="list-style-type: none"> • Have a general understanding of sport marketing, its industry and participants, and the unique socio-economic culture it operates in. • Identify the challenges that professional sports franchises in general face globally. • Understand the business side of sports and be able to identify the different sources of revenue and expenses. • Have a general knowledge of the elements that go into a successful sports sponsorship program. • Identify how sponsorship effects major international events. • Be conversant on how different sports leagues world-wide, including the NBA, the NHL, and FIFA, market themselves. • Understand the IOC selection process for choosing Olympic Host cities. • Understand the business aspects of organizing an Olympic Games. |
| Content | This course examines the full breadth of sports marketing and sponsorship, its use in the marketing plans of corporations and its function inside amateur and professional sport internationally. This project-based course will appeal to sports administrators, event organizers, promoters, community relations and marketing personnel who address sports marketing in their occupation. |
| Literature | The instructor has written several articles and published papers on different international sports marketing topics that will be handed out through-out the term. The course also uses the text book <i>Sport Marketing (fourth edition)</i> published by Human Kinetics. |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|------------------------|
| Course Title | Market Research |
| Lehrveranstaltungstitel | Market Research |

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| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Lecture, workshop and mini-project |
| Method of Assessment | Participation in the mini-project, test |
| Course objectives | <p>The main goals of the course are that students</p> <ul style="list-style-type: none"> • develop an awareness for the role of market research in marketing management • understand market research terminology • acquire a basic understanding of the market research process • are introduced to the most common market research techniques • gain knowledge to critically evaluate the quality of research data |
| Content | <p>In a fast moving business environment, a strategic approach to marketing is essential. Given that, you can only determine your strategy when you know; your current position market research is an essential prerequisite for strategic marketing management. Market research can be defined as the implementation of quantitative and qualitative research methods, whose aim is to collect market information and analyze it. This information about the market environment, about the competitors and particularly about the consumer constitutes the basis that enables marketers to define and evaluate their strategies.</p> <p>After an introduction to the most common market research theory students will conduct am Mini-Market-Research Project. The objective of the research project is to provide students with some experience in applying the concepts and methods of market research to a real marketing problem. The project will be implemented and a research report will be written (PowerPoint presentation).</p> <p>Topics</p> <ul style="list-style-type: none"> • The Role of Market Research • Quantitative and Qualitative Market Research • The Market Research Process • Research Designs • Sample Size and Determination • Data Preparation and Analysis • Research Reports |
| Literature | Will be announced during the lecture |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|---|
| Course Title | Marketing Strategies and Decision-making |
| Lehrveranstaltungstitel | Marketing Strategies and Decision-making |

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|-------------------------------|---|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 3.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective*/Prerequisite: Introductory marketing |
| Method of Instruction | Reading, lecture, discussion, case studies. |
| Method of Assessment | One individual assignment, one group presentation, one written exam |
| Course objectives | <p>The objective is to develop the students' understanding of the process of marketing decision-making and strategy development.</p> <p>The course covers real-life applications of concepts learned in marketing. We will use a case study approach, based on team work, to stimulate discussions concerning managerial decision making and to illustrate how strategic marketing programs are planned and executed.</p> <p>After the course, the student should:</p> <ul style="list-style-type: none"> • be able to use different analytical techniques (from SWOT to Game theory) to have the opportunity to identify problems and find solutions. • have ability to apply marketing theory to a wide range of problems. • be able to make strategic decisions based on specific management processes and heuristics. • be able to design, implement, and monitor models to solve complex issues by using functional marketing strategies |
| Content | <p>Strategic analysis; Competitor analysis, research.</p> <p>Branding, Brand Identity, Brand Communication, Mission Statements</p> <p>Product, Place, Price Promotion and People;</p> <p>Marketing Today; Digital Marketing; Influence of Social Media</p> <p>The Strategic process: Planning, organizing, and monitoring of marketing strategies;</p> <p>Organizational structures; Leadership</p> |
| Literature | Will be announced during the lecture |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|-------------------------|
| Course Title | Sales Management |
| Lehrveranstaltungstitel | Sales Management |

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|-------------------------------|---|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Lecture, discussion, cases and current readings |
| Method of Assessment | Term paper, final exam, group project, presentation, participation |
| Course objectives | <ul style="list-style-type: none"> • understand the personal selling process, the dynamic nature of strategic sales management and the resulting effects on an organization and its customers • understand the basic framework of different sales organization types, as well as diverse staffing and sales training strategies • understand the role of leadership in selecting, motivating, evaluating and compensating a sales force • understand the fundamental role of sales planning including forecasting, budgeting and sales territory management • gain exposure to different cultures, values and ethics, and how to factor them into making executive marketing decisions |
| Content | <p>An analysis of problems and concepts concerned with marketing, the management of sales people and the concept of organizational ethics in a selling environment</p> <p>The course includes a survey of marketing research, product planning, pricing, channels of distribution, promotion and ethical considerations. Further, emphasis is placed on the role and function of sales forces and ethical implications of management in a global economy.</p> |
| Literature | Will be announced during the lecture |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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|--------------------------------|--------------------------|
| Course Title | Service Marketing |
| Lehrveranstaltungstitel | Service Marketing |

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|-------------------------------|---|
| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 4.0 ECTS |
| Hours | 18 semester weeks/Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | Lecture, Case Study, Video, Lab/Team/Group work |
| Method of Assessment | Combination of assignments, projects and examination |
| Course objectives | <p>Upon successful completion, the student will be able to:</p> <ul style="list-style-type: none"> • Make primary distinctions between product based and service based businesses. • Create marketing objectives that generate predetermined shifts in customer behavior. • Develop a synergistic marketing strategy and put it into action. • Choose appropriate research methods for services • Select appropriate database management and segmentation methods for services. • Formulate the seven “P’s of the extended marketing mix for services • Demonstrate the process of how to communicate and promote services B-2-C and B-to-B. • Describe the four customer value segments and strategy the best pricing strategies. • Select the best way to reach customers through personal selling, advertising, direct mail, internet, etc. |
| Content | <p>The service sector can be very profitable and is quickly becoming the largest segment of the world’s economy. Yet, the intangible delivery of services can be difficult to manage and market. Even when services organizations get it right, satisfaction levels are quick to slip or be copied by other service providers.</p> <p>This course will provide students with the tools, strategies and approaches for designing and sustaining a successful service centered organization. There is a strong consumer focus in this course and students will development awareness of a gaps model that differentiates between what organization think consumers want – and what consumers really want.</p> |
| Literature | Will be announced during the lecture |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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| Course Title | Strategic Brand Management |
| Lehrveranstaltungstitel | Strategic Brand Management |

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| Degree Program | Center for International Education and Mobility (CIEM)/International Management |
| Credits | 5.0 ECTS |
| Hours | 18 semester weeks /Units per Week 2.0 |
| Semester in Curriculum | Elective* |
| Method of Instruction | PowerPoint slides, case studies |
| Method of Assessment | <p>Case discussion & brand audit presentation: 40% Written exam: 60%</p> <p>Case studies Cases will be uploaded a week before the discussion. You must print them out, read them and be ready to answer questions during the lecture. It will be a group discussion and a brain storming exercise. You are expected to make thoughtful and constructive contributions.</p> <p>Brand audits As a group you are asked to analyze the key branding strategies and tactics of 3 given brands within one industry. Moreover, you are asked to comment on other groups' presentations, as if you were senior managers or competitors.</p> <p>Workload It is expected that you spend at least five hours per week studying this course. This time should be made up of reading, research, working on exercises and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with other activities.</p> |
| Course Objectives | <p>Brand management addresses strategic branding decisions faced by an organization on an international level. This course gives insights into how brands are managed, how to establish and identify brand positioning and values, as well as how to plan and implement brand marketing strategies and measure brand performance.</p> <p>The course provides relevant theories, concepts, techniques and models in branding. It combines lectures, group exercises, case discussions as well as insights from guest speakers.</p> <p>Course aims:</p> <ul style="list-style-type: none"> • Provide an understanding of the meanings of brand in alternative ways • Provide the appropriate concepts, theories and techniques related to the important issues in brand management operations • Enhance students' ability to apply creative and critical strategies and tactics involved in developing, positioning, leveraging, managing a brand, and measuring its value • On successful completion of this course, students should be able to: • Assess different viewpoints on brand and to think cogently and critically about these viewpoints. • Analyse specific problems and challenges in brand management, and to devise sound and practical solutions to these problems; • Use resources (e.g., marketing research, research studies, articles, online brand management journals, etc.) in an informed and skilful way as part of the process of developing ideas, plans and solutions; • Effectively communicate branding knowledge in oral and written contexts; • Work individually and as an effective member of a team. |
| Content | <p>I</p> <p>Lecture 1: Introduction to brand management & course</p> |

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| | <p>Lecture 2: Customer-based brand equity & brand positioning Lecture 3: Brand resonance & brand value chain & discussion case I Lecture 4: Branding strategies & choosing brand elements to build brand equity Lecture 5: Designing marketing programs to build brand equity & discussion Case</p> <p>II</p> <p>Lecture 6: Integrating marketing communications to build brand equity Lecture 7: Guest speaker & global branding strategies Lecture 8: Leveraging secondary brand associations to build brand equity Lecture 9: Guest speaker & measuring brand equity Lecture 10: Brand audit presentations Lecture 11: Brand audit presentations & recap/questions/feedback Lecture 12: Final Exam</p> |
| Literature | <p>Main literature: <i>Kevin Keller</i>, Strategic Brand Management: Building, Measuring, and Managing Brand Equity; Global International Edition, 4/E Pearson Higher Education, 2013</p> <p>Supporting literature: <i>Richard Rosenbaum-Elliott</i>, Strategic Brand Management, 2/E Oxford University Press 2011</p> <p><i>Jean-Noel Kapferer</i>, The new strategic Brand Management, 2012</p> <p><i>Tilde Hedning</i>, Brand Management – Research, Theory and Practice, 2009</p> |

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

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| Course Title | Brand Management |
| Lehrveranstaltungstitel | Brand Management |

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| Degree Program | Corporate Communication (KOMM) and Marketing and Sales (MARS)/Master |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks/Units per Week 3.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Continuous assessment; final examination |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Apply basic skills for the management of products (incl. services) • Draft marketing plans depending on the product, market or industry, and the financial situation • Position and manage products as brands • Explain the difference between digital brands and classic brands • Identify consumer motivations on the internet and capitalize on them in digital brand management • Manage brands on the internet and build successful online business models • Understand trademark-related aspects of digital branding and take into account their implications in digital brand management • Be proficient in marketing communications in the digital transition and utilize it in an international context |
| Content | <ul style="list-style-type: none"> • Introduction to brand theory, the genetic code of the brand • Branding techniques, the "battery model", job description of a brand manager • Brand identity and positioning • The value creation chain (self-similarity – identity) • Manifestations of brands, the value of the brand • Basic brand strategies • Managing brand portfolios • Difference between digital brands and classic brands • Business models and digital branding strategy • Brand management on the internet and how it differs from traditional brand management • E-commerce and purchase processes on the internet • Digital brand storytelling • Legal implications of digital brands • Big data for brand management |
| Literature | Will be announced during the lecture |

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| Course Title | International Marketing and Export Management |
| Lehrveranstaltungstitel | International Marketing and Export Management |

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|-------------------------------|--|
| Degree Program | Entrepreneurship – Executive Management (UF)/Master |
| Credits | 6.0 ECTS |
| Hours | 18 semester weeks/Units per Week 3.0 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course |
| Method of Assessment | Continuous assessment |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Explain international marketing and export management • Name and explain relationships between current issues in the international marketing environment and create initial concepts for solving them • Differentiate international marketing strategies and the associated goals and effects • Explain international brand management and strategies • Explain the importance of digitization in an international environment and context and substantiate key relationships • Assess international marketing campaigns and create personal (sub-) concepts |
| Content | <ul style="list-style-type: none"> • International marketing • Export management • International field analysis • International market research • International market selection, market entry and market processing strategies • Product, price and communication decisions in international marketing • International brand management • Digitization in an international context • Effects of cultural dimensions on marketing • Transcultural marketing |
| Literature | Will be announced during the lecture |

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|--------------------------------|------------------------------|
| Course Title | Real Estate Marketing |
| Lehrveranstaltungstitel | Immobilienmarketing |

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| Degree Program | Real Estate Management (IMMO)/Master |
| Credits | 3.0 ECTS |
| Hours | 15 semester weeks/Units per Week 1.87 |
| Semester in Curriculum | 1st semester |
| Method of Instruction | Integrated course, teamwork, discussions, presentations |
| Method of Assessment | Continuous assessment /final written examination |
| Course objectives | <p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • describe the key features, objectives, functions, advantages and disadvantages of real estate-related marketing models • implement independently developed marketing strategies for the sale and letting of real estate |
| Content | Strategic real estate marketing, market research, marketing management, letting and sales management, real estate marketing tools, development of marketing strategies, case studies |
| Literature | Will be announced during the lecture |