

# COURSE GUIDE

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

## SUMMER SEMESTER 2019

(FEBRUARY – JUNE/MID-JULY)

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



# Overview of courses offered in English

Summer Semester 2019  
(February – June/ mid-July)

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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 summer semester 2019, 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. Since the winter semester 2018/19, FHWien der WKW started 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!!!**

<b>Course Title</b>	<b>Austrian Culture &amp; more</b>
<b>German Course Title</b>	<b>Austrian Culture &amp; more</b>

**COMPULSORY COURSE!!!**

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	18 semester weeks/Units per Week 1.0
<b>Content</b>	<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, the similarities and differences between various cultures and meet other exchange students as well. 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 a cross cultural, interactive activity focusing on your home country and university. Participation is compulsory!</p>

# German Language and Austrian Culture

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

<b>Course Title</b>	<b>A1 German Language and Austrian Culture</b>
<b>German Course Title</b>	<b>A1 German Language and Austrian Culture</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	Elective
<b>Method of Instruction</b>	Discussions, group work, presentations, homework
<b>Method of Assessment</b>	Continuous assessment; final oral and written examination
<b>Course objectives</b>	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.
<b>Content</b>	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> <li>• Introducing yourself and asking for someone's name</li> <li>• Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.)</li> <li>• Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs</li> <li>• Adequately responding to simple questions, orders, comments, announcements on the mail box, public announcements and short conversations</li> <li>• Extracting relevant information from public signs, classified advertisements and written short messages</li> <li>• How to give directions</li> <li>• Writing of short personal messages, postcards and short texts</li> <li>• Formulating of and adequately responding to commonly used requests and demands</li> <li>• Describing stationery used in professional life as well as a company's branches</li> <li>• How to book a hotel room and to notify the hotel staff of possible problems in the hotel room</li> <li>• How to order at a restaurant</li> <li>• How to make or cancel appointments</li> <li>• Understanding and using numbers, amounts, times and price marks</li> <li>• How to go shopping</li> <li>• Speaking about present and past happenings</li> <li>• Practicing of pronunciation</li> <li>• Getting familiar with basic grammar rules and how to use them</li> <li>• Giving a short presentation about yourself and your home country</li> <li>• Grammar: Word order; <i>Wh</i>-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</li> </ul>
<b>Literature</b>	Will be announced during the lecture



<b>Course Title</b>	<b>A2 German Language and Austrian Culture</b>
<b>German Course Title</b>	<b>A2 German Language and Austrian Culture</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	Elective
<b>Method of Instruction</b>	Discussions, group work, presentations, homework
<b>Method of Assessment</b>	Continuous assessment; final oral and written examination
<b>Course objectives</b>	<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, 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>
<b>Content</b>	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> <li>• Introducing yourself in a professional context and describing your occupation and tasks</li> <li>• How to ask for information or a person on the phone and how to leave a message</li> <li>• Describing your professional life and talking about office work</li> <li>• How to make appointments for meetings via email or phone in a private and professional context</li> <li>• Exchanging information about work and stressful situations</li> <li>• How to order furniture for the office</li> <li>• How to book a hotel room and express specific needs related to the booking</li> <li>• How to book a table at a restaurant for a business meal</li> <li>• How to invite someone to a business meal and how to react appropriately to someone's invitation</li> <li>• Learning about dos and don'ts in business situations and about conversational topics at a business meal; how to small talk</li> <li>• How to thank someone for a favor and how to congratulate someone via e-mail</li> <li>• Talking about public transport and traffic</li> <li>• Talking about preparations for a business trip</li> <li>• How to ask for directions</li> <li>• Formulating of polite requests and wishes</li> <li>• Talking about present and past happenings</li> <li>• Giving a short presentation about yourself, your home country and current affairs; expressing your opinion</li> <li>• 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</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>B1 German Language and Austrian Culture</b>
<b>German Course Title</b>	<b>B1 German Language and Austrian Culture</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	Elective
<b>Method of Instruction</b>	Discussions, group work, presentations, homework
<b>Method of Assessment</b>	Continuous assessment; final oral and written examination
<b>Course objectives</b>	<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>
<b>Content</b>	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> <li>• General and detailed understanding of authentic listening exercises and texts</li> <li>• Speaking and writing about familiar topics, personal interests as well as experiences and current affairs</li> <li>• Expressing possibilities, wishes, dreams, opinions, agreements and disagreements in a conversation</li> <li>• Talking about time, waste of time and punctuality</li> <li>• Describing images and graphs</li> <li>• Speaking about occupations and professional skills and abilities</li> <li>• Describing your own occupation in the context of a presentation and naming its advantages and disadvantages</li> <li>• How to make/cancel professional appointments</li> <li>• Talking about the job market and making small talk in business meetings</li> <li>• Writing about your occupation in an e-mail</li> <li>• Explaining your own reading habits and your choice of literature</li> <li>• Speaking and writing about various media habits (TV, internet, etc.)</li> <li>• Talking about advertisements and products</li> <li>• Comparing information; asking for details; explaining</li> <li>• Clearly expressing your opinion of other people</li> <li>• Acquiring general knowledge of the international working world; understanding professional profiles</li> <li>• 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</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>B2 German Language and Austrian Culture</b>
<b>German Course Title</b>	<b>B2 German Language and Austrian Culture</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	Elective
<b>Method of Instruction</b>	Discussions, group work, presentations, homework
<b>Method of Assessment</b>	Continuous assessment; final oral and written examination
<b>Course objectives</b>	<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 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>
<b>Content</b>	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> <li>• General and detailed understanding of authentic listening exercises and texts</li> <li>• Exchanging about varieties and variances of German, particularly typically Viennese expressions</li> <li>• Giving presentations about your home country, cultural differences to Austria, your learning styles and strategies as well as intercultural experiences in Austria</li> <li>• Giving oral and written summaries of texts</li> <li>• Speaking and writing about familiar topics, personal interests as well as experiences and happenings</li> <li>• Writing of letters to the editor and reports in a professional context</li> <li>• Writing of cover letters and applications</li> <li>• Writing of detailed letters of complaint</li> <li>• Describing and commenting on images and graphs</li> <li>• Explaining and discussing concepts of culture, stereotypes, prejudices and conventions</li> <li>• Exchanging learning strategies and experiences</li> <li>• Discussing traffic and traffic problems</li> <li>• Sharing experiences related to your holidays, tourism and globalization</li> <li>• Convincing other students of your opinion related to symbols and their culture-specific meanings</li> <li>• Giving advice related to happiness, stress and worry</li> <li>• Stating of reasons and consequences</li> <li>• Understanding the meaning and usage of idioms and phrasal verbs</li> <li>• Talking about your professional life, career and income</li> <li>• Grammar revision: prepositional verbs; adjective declension; linking words with subordinate clauses; indirect speech and passive voice</li> </ul>
<b>Literature</b>	Will be announced during the lecture

# Business English

<b>Course Title</b>	<b>Business and Academic English</b>
<b>German Course Title</b>	<b>Business and Academic English</b>
<b>Degree Program</b>	<b>Hospitality &amp; Tourism Management (TM)/Bachelor</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 5.0
<b>Semesters in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <p><u>Topic block 1: Business and Academic English:</u></p> <ul style="list-style-type: none"> <li>• understand and evaluate the most important content from relevant academic texts,</li> <li>• successfully summarize information from English language academic texts, write an academic abstract with a suitable structure,</li> <li>• lead a discussion or a business meeting using suitable language and moderation techniques,</li> <li>• communicate an opinion in a meeting,</li> <li>• take part in telephone / video conferences (with international business partners);</li> </ul> <p><u>Topic block 2: Presenting:</u></p> <ul style="list-style-type: none"> <li>• structure presentations optimally in terms of content,</li> <li>• prepare presentations that are visually pleasing and specific to a certain target group,</li> <li>• notice and employ basic characteristics of body language;</li> </ul> <p><u>Topic block 3: Oral examination:</u></p> <ul style="list-style-type: none"> <li>• reflect and develop own strengths and weaknesses,</li> <li>• receive and provide feedback and constructive criticism</li> </ul>
<b>Content</b>	<p>Topic block 1: Business and Academic English (3 ECTS): Academic texts/ journal articles, spoken and digital communication (complaints management /email correspondence), business meetings;</p> <p>Topic block 2: Presenting 1 (2 ECTS): presentation techniques: preparation, structure and making presentations, as well as a suitably developed use of media, body language: conscious employment of signals in communication</p> <p>Topic block 3: Oral exam (1 ECTS): Presentation including self-evaluation of presentation skills, business meeting simulation</p>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Business English 2</b>
<b>German Course Title</b>	<b>Business English 2</b>

<b>Degree Program</b>	<b>Real Estate (IMMO)/Bachelor</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	15 semester weeks/UPW2.13
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Literature review, grammar exercises, audio-visual comprehension activities.
<b>Method of Assessment</b>	Written final examination
<b>Course objectives</b>	<p>Upon completion of this course, students will have demonstrated that they are able to:</p> <ul style="list-style-type: none"> <li>• apply and build on the knowledge and language skills acquired in the Business English 1 course</li> <li>• identify the basic concepts, specialist vocabulary and current terminology in the areas of branding and corporate identity</li> <li>• chair and facilitate meetings held in English</li> <li>• 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.</li> </ul>
<b>Content</b>	<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>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Business English 4</b>
<b>German Course Title</b>	<b>Business English 4</b>

<b>Degree Program</b>	<b>Hospitality &amp; Tourism Management (TM)/Bachelor</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.5
<b>Semesters in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Integrated course, problem-based learning, projects
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>On successful completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• communicate appropriately in different business, cultural and social settings</li> <li>• produce suitable job application documents</li> <li>• evaluate specific information, ideas and opinions in tourism-related journal articles</li> <li>• produce a professionally written business proposal</li> <li>• demonstrate advanced written business correspondence skills</li> </ul>
<b>Content</b>	Recruitment, job descriptions, human resource management, business proposals, intercultural competence, tourism-related journal articles
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Business English 5</b>
<b>German Course Title</b>	<b>Business English 5</b>

<b>Degree Program</b>	<b>Hospitality &amp; Tourism Management (TM)/Bachelor</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semesters in Curriculum</b>	6th semester
<b>Method of Instruction</b>	Continuous assessment
<b>Method of Assessment</b>	<ul style="list-style-type: none"> <li>• Continuous assessment</li> <li>• written and oral exercises on grammar, idioms and vocabulary</li> <li>• business terminology for the fields: conflict management, advertising media, sales, PR</li> </ul>
<b>Course objectives</b>	<p>On successful completion of this module, students can</p> <ul style="list-style-type: none"> <li>• facilitate and participate in discussions on current business issues</li> <li>• employ a wide range of business terminology in various settings</li> <li>• write an academic abstract</li> <li>• understand specific information contained in business contracts</li> </ul>
<b>Content</b>	Current international tourism topics, discussion management, business contracts, workplace rules and procedures, English for academic purposes, writing of abstracts, promotional texts/newsletters
<b>Literature</b>	Will be announced during the lecture



<b>Course Title</b>	<b>Business English with focus on internationalization</b>
<b>German Course Title</b>	<b>Business English with focus on internationalization</b>

<b>Degree Programme</b>	<b>Human Resources Management (PWOE)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Lectures, exercises, individual study and group work, e-learning and independent study
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	Upon completion of this module, students will be able to use advanced spoken business English with a focus on internationalization.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Business English for use in an international context</li> <li>• International trade trends and financial trends with a specific focus on the UK</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>English for Finance Professionals</b>
<b>German Course Title</b>	<b>English for Finance Professionals</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Bachelor</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> <li>• communicate a point of view in a meeting,</li> <li>• present and analyze numbers, developments and market data using diagrams,</li> <li>• complete a written report,</li> <li>• understand a wide spectrum of difficult, long texts and surmise implicit meaning,</li> <li>• understand and use technical vocabulary relevant to core business topics,</li> <li>• create strong job applications in English,</li> <li>• present oneself in job situations,</li> <li>• write an informational text with a business context,</li> <li>• present a topic using suitable language.</li> </ul>
<b>Content</b>	English for finance, writing in a professional context, English for meetings and presentations, editing related media content
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>English for Professional Purposes</b>
<b>German Course Title</b>	<b>English for Professional Purposes</b>

<b>Degree Program</b>	<b>Entrepreneurship (UF)/Bachelor</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	15 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• communicate a point of view in a meeting,</li> <li>• present and analyze numbers, developments and market data using diagrams,</li> <li>• complete a written report,</li> <li>• understand a wide spectrum of difficult, long texts and surmise implicit meaning,</li> <li>• understand and use technical vocabulary relevant to core business topics,</li> <li>• create strong job applications in English,</li> <li>• present oneself in job situations,</li> <li>• write an informational text with a business context,</li> <li>• present a topic using suitable language.</li> </ul>
<b>Content</b>	<p>English for professional purposes (HR management, finance, marketing, productions and operations management, legal purposes, corporate governance).</p> <p>Writing in a professional context,</p> <p>English for meetings and presentations, editing related media content</p>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Fundamentals of Business English</b>
<b>German Course Title</b>	<b>Fundamentals of Business English</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	15 semester weeks/UPW2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	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.
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• communicate effectively in a variety of business situations in English (functional English)</li> <li>• understand and use business language phrases in English</li> <li>• understand the main ideas in complex texts on concrete and abstract topics</li> <li>• understand specialized discussions in business contexts</li> <li>• converse fluently and spontaneously, so that normal interactions with native speakers are possible without great difficulty in understanding for either party</li> <li>• 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</li> <li>• differentiate between formal and informal situations, in both spoken and written contexts, and respond appropriately to the situation</li> <li>• understand the characteristics of different kinds of texts, and use the correct language when producing them; tailor texts to their target audience</li> </ul>
<b>Content</b>	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
<b>Literature</b>	Will be announced during the lecture

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

# Communication, Journalism and Media Management

# Bachelor

<b>Course Title</b>	<b>Business Communication 1</b>
<b>German Course Title</b>	<b>Business Communication 1</b>

<b>Degree Program</b>	<b>Communications Management (KOMM)/Bachelor</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	15 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• Communicate their personal and professional background</li> <li>• Initiate and lead small talk in a business setting</li> <li>• Follow and participate in day-to-day, business-related discussions</li> <li>• Identify and apply the most common terms of relevant, core business areas</li> <li>• Correctly use the most common grammatical forms encountered in business communication</li> <li>• Identify content and information in relevant business texts, as well as to identify and understand key details</li> <li>• Write accurate texts</li> </ul>
<b>Content</b>	Core topics of business administration and communication; reading and writing in a business context; small talk and discussions; grammar in a professional context
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Global Events &amp; Development in Theory</b>
<b>German Course Title</b>	<b>Global Events &amp; Development in Theory</b>

<b>Degree Program</b>	<b>Journalism &amp; Media Management (JOUR)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.5
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Lecture (possibly field trips), practice elements, project work, and discussions
<b>Method of Assessment</b>	Exercises and written test
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• describe the theoretical and practical principles of international politics</li> <li>• outline the various aspects of and discuss the relationships between major powers</li> <li>• describe and discuss American and European policy in the Middle East and other international trouble spots</li> <li>• understand and describe the principles of international economic policy</li> <li>• describe international trade policy, multinational companies and development models</li> <li>• reflect on the global currency system and financial crises (e.g. the Eurozone debt crisis)</li> <li>• complete English-language journalism exercises on current issues related to the subjects listed above, and present and discuss their conclusions</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Principles of international politics in theory and practice</li> <li>• Relationships between major powers</li> <li>• American and European policy in the Middle East and other international trouble spots</li> <li>• Principles of international economic policy</li> <li>• International trade policy, multinational companies and development models</li> <li>• The global currency system and financial crises</li> <li>• Journalism exercises on current issues related to the subjects listed above</li> </ul>
<b>Literature</b>	Will be announced during the lecture

**Needs to be chosen together with the course:**  
**Global Events & Development in Practice**

<b>Course Title</b>	<b>Global Events &amp; Development in Practice</b>
<b>German Course Title</b>	<b>Global Events &amp; Development in Practice</b>

<b>Degree Program</b>	<b>Journalism &amp; Media Management (JOUR)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.5
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Lecture (possibly field trips), practice elements, project work, and discussions
<b>Method of Assessment</b>	Exercises, project work and short oral examination
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• discuss and analyze pieces of work from renowned journalists and media representatives on topics covered in the course “Global Events and Developments: Theory”</li> <li>• draft, present and discuss a position paper in English including academic analysis and the pros and cons of topical issues related to the course subjects</li> </ul>
<b>Content</b>	The course is intended as a practical follow-up to the theory-based unit. Students develop their analytical skills and ability to present arguments by means of practical exercises on current issues related to the course subjects. Students also discuss and analyze selected pieces of work from renowned journalists and media representatives, as well as drafting a detailed position paper on a selected topic related to the theory course (including pros and cons).
<b>Literature</b>	Will be announced during the lecture

**Needs to be chosen together with the course:**  
**Global Events & Development in Theory**



<b>Course Title</b>	<b>Intercultural Applications &amp; Presentations</b>
<b>German Course Title</b>	<b>Intercultural Applications &amp; Presentations</b>

<b>Degree Program</b>	<b>Marketing &amp; Sales (MARS)/Bachelor</b>
<b>Credits</b>	2.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.0
<b>Semester in Curriculum</b>	6th semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objective</b>	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> <li>• negotiate and give presentations in English in international settings</li> <li>• use specialist vocabulary in presentations, and in negotiation simulations and role plays</li> <li>• reflect on negotiations and on that basis draw up and then apply behavioural strategies</li> <li>• build up and enhance their social skills, with a view to developing the tools required to handle professional situations and challenges effectively</li> </ul>
<b>Content</b>	<p>Presentation techniques in international settings          Taking into account cultural differences          Addressing an international audience          Handling questions and contributions to discussions          The language of negotiations – English          International negotiations – finding the right approach          Taking into account cultural differences          Negotiation role plays/simulations in English</p>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Issues &amp; Trends in Anglo-American Journalism 1</b>
<b>German Course Title</b>	<b>Issues &amp; Trends in Anglo-American Journalism 1</b>

<b>Degree Program</b>	<b>Journalism &amp; Media Management (JOUR)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	15 semester weeks/UPW 1.8
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Workshop, lecture with project work and discussions
<b>Method of Assessment</b>	Project work and/or oral examination
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• recognize, name and discuss current themes and challenges in Anglo-American journalism, with a focus on online media</li> <li>• describe the development of Anglo-American journalism and discuss its significance in the development of the media in Europe</li> <li>• critically analyze, discuss and evaluate works of Anglo-American journalism</li> <li>• identify similarities and differences between the American and European media systems, and present results using clear, systematic argumentation</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Introduction to Anglo-American journalism</li> <li>• Specific social, economic and socio-political features</li> <li>• Developments and trends and their influence in Europe</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Media Ethics</b>
<b>German Course Title</b>	<b>Media Ethics</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, group work, discussion
<b>Method of Assessment</b>	Case study
<b>Course objectives</b>	Being able to diagnose, judge and (ideally) solve moral problems associated with the production, distribution and reception of mass media content by using ethically reflected arguments
<b>Content</b>	Basic terms of ethics and applied ethics (e.g. happiness, freedom, justice, good, dignity; responsibility; deductivism, contextualism, coherentism; principlism;...); ethical concepts (Aristotelian virtue ethics, categorical imperative by Kant, utilitarianism, contractarianism/contractualism, discourse ethics,...); media ethics (ethics of media production: news & opinion, entertainment, promotion,...); ethics of media reception: responsibility from the perspective of individual ethics/social ethics; internet ethics, ...); business ethics; ethics of technology.
<b>Literature</b>	<ul style="list-style-type: none"> <li>• “The Cambridge Dictionary of Philosophy” (Cambridge University Press 1999)</li> <li>• “The Blackwell Guide to Ethical Theory” (Wiley-Blackwell 2000)</li> <li>• “Ethics of Media” (Palgrave Macmillan 2013; edited by Nick Couldry, Mirca Madianou, Amit Pinchevski)</li> <li>• “The Blackwell Encyclopedic Dictionary of Business Ethics” (Wiley-Blackwell 1999)</li> <li>• “Corporate Governance and Ethics” (Wiley 2008)</li> </ul> <p>YOU WILL GET AN ELABORATED SCRIPT BY THE LECTURER. IT IS THE BASIS OF THE LECTURE AND USEFUL FOR THE EXAM (CASE STUDY).</p>

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

<b>Course Title</b>	<b>Media Strategy &amp; Planning</b>
<b>German Course Title</b>	<b>Media Strategy &amp; Planning</b>
<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, In-class activities, Group work
<b>Method of Assessment</b>	On-going assignments; Final Exam in form of a presentation
<b>Course objectives</b>	To provide students with a solid understanding of the media business with particular focus on strategic media planning and integrated marketing communications. The course offers both lecture and a hands-on, practical approach to media plan development.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Media Business Overview &amp; Terminology: Relationships &amp; Media agency role, Media terminology, Media math (metric formulas), Advertising in media</li> <li>• Understanding the Planning Process: Media channels, Audiences/Targeting, Media measurement, Media types, Strengths &amp; weaknesses, Advertising formats</li> <li>• Theory, Strategies &amp; Client Brief: Briefing to execution, Planning tools and services, Media strategies by business situation, Media strategies by task, Local market media strategies, Strategic reach &amp; frequency, Strategic planning, Creative media planning, Real world barriers to media strategy</li> <li>• Market Analysis</li> <li>• Target Analysis</li> <li>• Strategy &amp; Channel Selection</li> <li>• Setting Goals / Planning</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>Online Communication</b>
<b>German Course Title</b>	<b>Online Communication</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	15 semester weeks/UPW2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Interactive lectures with exercises, videos, discussions, examples, group work. Independent study, online-test, blended learning elements, individual assignments.
<b>Method of Assessment</b>	Online-test, active participation, continuous assessment, project works
<b>Course objectives</b>	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• Understand the history &amp; the principles of online communication</li> <li>• Recognize the relevance of online communication in the areas of external and internal communication</li> <li>• Know the key areas of application for online communication tools (e.g. website, social media, blogs, wikis, newsletters, chatbots, var. web 2.0 tools and web marketing: SEM incl. SEO and SEA, SMM incl. SMA and SMO)</li> <li>• Create an online communication strategy, know how to approach operational implementation and evaluate success of an online communication presence or campaign</li> <li>• Get a holistic understanding of online communication.</li> </ul>
<b>Content</b>	<p>History of online communication (incl. social media)  Online communication principles &amp; online customer journey  Critically analyze &amp; discuss how social media changed communication &amp; society  Online communication and law  Online communication (incl. social media) landscape overview, facts &amp; figures  Analyze strengths, weaknesses and possibilities of various online communication tools and social media platforms  Creation, integration and management of online communication  Strategy, tools, advertising, measuring &amp; monitoring</p>
<b>Literature</b>	Material (including videos, academic and journalistic articles) will be uploaded prior and during the lectures.

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

<b>Course Title</b>	<b>Public Relations, Crisis Management and Media Training</b>
<b>German Course Title</b>	<b>Public Relations, Crisis Management and Media Training</b>

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

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

<b>Course Title</b>	<b>Social Media Marketing: From Strategy To Execution</b>
<b>German Course Title</b>	<b>Social Media Marketing: From Strategy To Execution</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Interactive lectures by the professor, group work, class-room discussions, analysis of social media strategies, campaigns and best practices, guest speakers via Skype and/or in-person
<b>Method of Assessment</b>	Active cooperation in class, quizzes, group work, final test
<b>Course objective</b>	Students will learn: <ul style="list-style-type: none"> <li>• how to set realistic objectives</li> <li>• how to set-up a social media marketing strategy from scratch</li> <li>• how to acquire customers through various social media channels</li> <li>• how to run, track and optimize social media campaigns</li> <li>• how companies, from start-ups to industry-leading corporations, use social media to increase their brand awareness and revenue</li> </ul>
<b>Content</b>	The course is split into 5 units. All units are hands-on as well as results-oriented and provide the students a holistic understanding of the current state of successful social media marketing.
<b>Literature</b>	Will be announced during the lecture

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

**Knowledge in online communication, digital marketing or social media marketing necessary!**

<b>Course Title</b>	<b>Social Skills</b>
<b>German Course Title</b>	<b>Social Skills</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	15 semester weeks/UPW2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	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.
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• Formulate expectations and objectives</li> <li>• Get to know all other students in the same year group during group exercises</li> <li>• Be familiar with responsible individuals and their function in the degree program</li> <li>• Structure presentations optimally in terms of content</li> <li>• Prepare effective presentations, both visually and in terms of the target group</li> <li>• Employ rhetorical style elements skillfully</li> <li>• Look for and find arguments systematically and based on the topic</li> <li>• Construct targeted arguments and employ them effectively</li> <li>• Engage in discussions in a professional manner</li> <li>• Reflect on their own strengths and weaknesses</li> <li>• Notice and employ basic characteristics of body language</li> <li>• Interact with others in a professional manner and behave appropriately based on the situation</li> <li>• Receive and provide feedback and constructive criticism</li> <li>• Reflect on and develop performance and capabilities</li> <li>• Employ contemporary media in a targeted fashion</li> </ul>
<b>Content</b>	<p>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</p>
<b>Literature</b>	Will be announced during the lecture

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



<b>Course Title</b>	<b>Special Topic: Media Economics</b>
<b>German Course Title</b>	<b>Special Topic: Media Economics</b>

<b>Degree Program</b>	<b>Journalism &amp; Media Management (JOUR)/Master</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 0.5
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Continuous assessment
<b>Method of Assessment</b>	Final exam
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media)</li> <li>• describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s)</li> <li>• critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner</li> </ul>
<b>Content</b>	The course focuses on developments in the media sector, exploring current topics and trends concerning economic aspects. This includes specific economic issues. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Special Topic: Media Politics</b>
<b>German Course Title</b>	<b>Special Topic: Media Politics</b>

<b>Degree Program</b>	<b>Journalism &amp; Media Management (JOUR)/Master</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 0.5
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Continuous assessment
<b>Method of Assessment</b>	Final exam
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media)</li> <li>• describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s)</li> <li>• critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner</li> </ul>
<b>Content</b>	The course focuses on developments in the media sector, exploring current topics and trends concerning political aspects. This includes specific societal and socio-political issues. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Special Topic: Media Systems</b>
<b>German Course Title</b>	<b>Special Topic: Media Systems</b>

<b>Degree Program</b>	<b>Journalism &amp; Media Management (JOUR)/Master</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 0.5
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Continuous assessment
<b>Method of Assessment</b>	Final exam
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media)</li> <li>• describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s)</li> <li>• critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner</li> </ul>
<b>Content</b>	The course focuses on developments in the media sector, exploring current topics and trends concerning structural aspects. This includes technical aspects and their impact. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).
<b>Literature</b>	Will be announced during the lecture

# Finance, Taxation and Controlling

<b>Course Title</b>	<b>Banking and Movement of Capital</b>
<b>German Course Title</b>	<b>Banking and Movement of Capital</b>
<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Interactive lecture, in-class individual presentation; active class discussions, group exercises and group project
<b>Method of Assessment</b>	Group project and presentation (30 %); final exam (70 %)
<b>Course objective</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• describe and demonstrate the functioning of local and regional banking systems,</li> <li>• understand the role of the banking industry as the channel of monetary policy and critically evaluate the implications of banking regulations and corresponding challenges,</li> <li>• understand the sources of global capital flows including international financial institutions, such as the World Bank and International Monetary Fund,</li> <li>• understand the mechanisms how banks gauge against credit and interest-rate risks.</li> </ul>
<b>Content</b>	<p>The course is designed to understand the role of the banking industry in managing local and global capital movements and the implications of such flows of capital to business performances. The course also deals with the changing nature of the global banking industry and corresponding global banking regulations.</p> <p>Generally, the course will deal with the following important issues:</p> <ul style="list-style-type: none"> <li>• the design of the global financial system,</li> <li>• typologies of the global banking industry (retail, commercial, wholesale and investment banking),</li> <li>• global banking policies and regulation as well as their challenges,</li> <li>• understanding banks' balance sheet,</li> <li>• managing and funding the bank,</li> <li>• risk management in the banking industry,</li> <li>• international banking system.</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>Business Strategy and Strategic Controlling</b>
<b>German Course Title</b>	<b>Business Strategy and Strategic Controlling</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, Group work
<b>Method of Assessment</b>	Final examination, group work
<b>Course objectives</b>	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.
<b>Content</b>	<p>Business Management – What is it, what business are we in?</p> <ul style="list-style-type: none"> <li>• Analysis – Choice/Options/Implementation - Phases within the Strategy process</li> <li>• Vision and Mission (Ashridge)</li> <li>• Goals and Objectives</li> <li>• Corporate Governance (CSR, Sustainability)</li> <li>• What is the basic goal of strategic management – sustainable competitive advantage</li> <li>• What are the stakeholders for a company?</li> <li>• Primary (Employees, Customers, Suppliers, Competition, Shareholders)</li> <li>• Secondary (Banks, Unions, State, Interest groups, Media, ...)</li> <li>• Market-driven vs. resource-based strategy</li> <li>• What is the market providing?</li> <li>• What does the company possess (Resources &amp; Capabilities)</li> <li>• Value chain analysis</li> <li>• How can the company grow? (vertical, horizontal)</li> <li>• Supply chain (basic)</li> <li>• 'Generic' strategies (Ansoff, Porter)</li> <li>• Organizational Culture, Structure, Control Systems within an organization</li> </ul>
<b>Literature</b>	Grant, Contemporary Strategic Analysis, Blackwell, 6th ed.

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

<b>Course Title</b>	<b>Capital Markets</b>
<b>German Course Title</b>	<b>Capital Markets</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Starting with a pre-test which tests module prerequisites, module content is primarily disseminated by means of frontal teaching in combination with group work and the creation of case studies.
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• identify problems with a company's capital structure</li> <li>• distinguish between internal and external, and equity and debt financing</li> <li>• understand the Modigliani-Miller theorem</li> <li>• understand the leverage effect and apply it to examples</li> <li>• present arguments for and against the existence of an optimal capital structure</li> <li>• explain the Modigliani-Miller theorem taking taxation into account</li> <li>• describe portfolio theory</li> <li>• understand the relationship between return, risk and correlation</li> <li>• identify and calculate the minimum-variance portfolio in specific examples</li> <li>• understand Tobin's separation theorem</li> <li>• explain separation decisions made on the basis of Tobin's theorem</li> <li>• describe the tangency portfolio</li> <li>• outline the capital asset pricing model</li> <li>• explain the concept of systematic and non-systematic risk</li> <li>• explain the CAPM as a regression model</li> <li>• explain the function of beta as a risk indicator</li> </ul>
<b>Content</b>	<p>Company capital structures: finance review, capital structure, the Modigliani-Miller theorem</p> <p>Capital market theory: portfolio theory, Tobin's separation theorem, capital asset pricing model (CAPM)</p>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Corporate Finance</b>
<b>German Course Title</b>	<b>Corporate Finance</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lectures, case studies
<b>Method of Assessment</b>	Final examination
<b>Course objectives</b>	Upon successful completion of this module, students will possess specific knowledge of the purposes and functions of corporate finance. They will be able to assess investment projects and make the relevant financing decisions.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Introduction to CF, Time Value of money, Investment decision rules</li> <li>• Basics of Capital Budgeting, Cash Flow Estimation, Capital Structure, Equity vs. Debt Financing</li> <li>• Leverage Effect - Debt &amp; Taxes</li> <li>• Long Term Financing: Sources of Funding, Debt Financing, Leasing, Derivatives, Interest Rate Risk, Exchange rate Risk</li> <li>• Short Term Financing: Working Capital Management</li> <li>• Asset Pricing (stock valuation and bond valuation)</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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



<b>Course Title</b>	<b>International Financial Management</b>
<b>German Course Title</b>	<b>International Financial Management</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lectures (including power point slides) covering various topics. <ul style="list-style-type: none"> <li>Assigned readings and short cases covering lecture topics.</li> <li>Homework covering important quantitative topics, e.g.,</li> <li>Exchange rate forecasting models</li> </ul>
<b>Method of Assessment</b>	<ul style="list-style-type: none"> <li>Assigned homework (see previous slide)</li> <li>Short quizzes (multiple choice questions covering lecture material)</li> <li>One major exam near the end of the course (short essay questions)</li> </ul>
<b>Course objectives</b>	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.
<b>Content</b>	<p>This course will focus on:</p> <p>The financial issues facing global business firms and global investors.</p> <p>We will explore the impact of exchange rates on businesses and investors.</p> <p>We will examine models, which businesses and investors can use to help in forecasting future moves in exchange rates.</p> <p>We will examine strategies, which business and investors can use to protect against adverse changes in exchange rates.</p> <p>We will examine other financial issues resulting from the globalization of financial markets.</p> <p>Cross border financing and cross border investing</p>
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>International Financial Reporting and Accounting (IFRS/IAS)</b>
<b>German Course Title</b>	<b>International Financial Reporting and Accounting (IFRS/IAS)</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, short in-class problems, in-class quizzes
<b>Method of Assessment</b>	Final Exam
<b>Course objectives</b>	<p>The students should gain comprehensive knowledge of integrated financial statements, especially in reading and understanding the financial situation of a company. This objective is supported by a case to learn the interaction between profit/loss, balance sheet and cash flow statement.</p> <p>The students should gain a profound theoretical understanding about International Financial Reporting Standards (IFRS/IAS) which covers history and the relationship to the European Union. They will learn basic content about the core IFRS by taking their already acquired knowledge in accounting and apply it to IFRS rules. The basic principles should be understood and applied in exercises,</p>
<b>Content</b>	<p>Introduction Accounting  Basic Principles of Accounting  Case on Integrated Financial Statement  Internationalisation of Accounting</p> <p>IFRS  History and Organization of the IASB  EU's harmonization and the EU's support of IFRS</p> <p>Basic Principles  Conceptual Framework  Measures of value  Components of financial standards</p> <p>IAS 16 – Property, Plant and Equipment  IAS 36 – Impairment of Assets  IAS 17 – Lease  IAS 38 – Intangible Assets  IAS 2 – Inventories  IAS 37 – Provisions  IAS 12 – Income Taxes</p>
<b>Literature</b>	Lündenbach/Christian, IFRS Essentials 2012, Vienna 2012

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

<b>Course Title</b>	<b>Special Issues in International Reporting</b>
<b>German Course Title</b>	<b>Sonderfragen der internationalen Rechnungslegung</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	6th semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Mid-term performance/examination
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• identify the various sections of, prepare and interpret IAS/IFRS annual financial statements</li> <li>• analyze and assess IAS/IFRS annual financial statements</li> </ul>
<b>Content</b>	IFRS consolidated cash flow (part 1), IFRS segment information, information in the consolidated operational and financial review, key indicators in annual financial statements, dealing with topical issues
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Basics of International Accounting</b>
<b>German Course Title</b>	<b>Basics of International Accounting</b>

<b>Degree Program</b>	<b>Entrepreneurship – Executive Management (UF)/Master</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	15 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> <li>• describe the organization and system of international accounting</li> <li>• apply IAS/IFRS to real problems</li> <li>• understand and interpret the significance of the individual and group financial statement</li> </ul>
<b>Content</b>	<p>Origins and principles of IAS/IFRS</p> <p>Organization and structure of the IASB</p> <p>Structure and presentation of a financial statement according to IAS/IFRS</p> <p>Treatment of key accounting facts: Fixed assets, intangible assets, impairment test, fair value, financial instruments, provisions, etc.</p> <p>Margins for analysis that an IFRS financial statement provides (also in respect of ethical aspects)</p> <p>Comparison to UGB and US-GAAP</p>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Financial Engineering</b>
<b>German Course Title</b>	<b>Financial Engineering</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Master</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Frontal teaching, supplemented by discussions and case study review
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• identify securitised financial products as such; explain the securitisation process using an example; describe individual products, in particular CDOs, credit default swaps (CDSs), mortgage-backed securities (MBSs) and ABSs, identify their main characteristics, and outline and interpret their use</li> <li>• identify structured finance products as such; understand the key components of structured financial products and evaluate them using well-known models; understand special types of product, including guaranteed capital and quanto-structured products, and design them using examples; identify and critically assess the aspects of structured finance products related to risk analysis</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Definition, market overview, rationale, basic principles of securitisation</li> <li>• Securitisation structures: Asset-backed securities (ABSs) and collateralised debt obligations (CDOs) – structure and pricing</li> <li>• Interest rate and credit default swaps (structure, pricing)</li> <li>• Synthetic CDOs and related instruments (overview)</li> <li>• Project financing</li> <li>• Structured product design</li> <li>• Basic components of zero-coupon/stripped bonds Yield to maturity (YTM) and duration Risk-free interest rates Bonds: risk analysis vs. yield Interest rate swaps, total return swaps</li> <li>• Standard options, exotic options, standard swaps, exotic swaps, swaptions</li> <li>• Investment strategies and replication</li> <li>• Capital guarantee certificates, quanto structures (foreign exchange)</li> <li>• Examples and term sheets</li> <li>• Aspects of risk analysis</li> </ul>
<b>Literature</b>	Will be announced during the lecture.

<b>Course Title</b>	<b>Financial Planning, Performance and Control</b>
<b>German Course Title</b>	<b>Financial Planning, Performance and Control</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Master</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Lecture, case studies
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• differentiate between the terms “Management Accounting” and “Controlling”, and develop corresponding systems</li> <li>• recognize and apply the key instruments and tools of management accounting, especially in the above-mentioned areas</li> <li>• understand and apply the international standard terms and indicators that are used in international controlling.</li> <li>• take the international CMA examination</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• External Financial Reporting Decisions</li> <li>• Planning, Budgeting and Forecasting</li> <li>• Performance Management</li> <li>• Cost Management</li> <li>• Internal Controls</li> </ul>
<b>Literature</b>	Will be announced during the lecture.

<b>Course Title</b>	<b>Monetary Economics</b>
<b>German Course Title</b>	<b>Monetary Economics</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Master</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Lecture, case studies
<b>Method of Assessment</b>	Final exam
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• explain the fundamental concepts of macroeconomics,</li> <li>• name key economic problems in developed countries, specifically unemployment, budget deficit and national debt, to substantiate these problems and to critically discuss the various approaches to solving them,</li> <li>• describe the crisis since 2007 and discuss the various theories on its origins</li> <li>• interpret the key problems of the global economy, specifically the exchange rates, oil price, inflation dynamics and interest rate movements,</li> <li>• explain various aspects regarding the dynamics of the financial markets</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Basic microeconomics, links to macroeconomics</li> <li>• Macroeconomic models: monetary models, money politics</li> <li>• Applied Macroeconomics: main problems in the developed countries, unemployment, budget deficit and national debt</li> <li>• Applied Macroeconomics: the biggest crises since 2007</li> <li>• Applied Macroeconomics: exchange rates, oil price and inflation momentum, interest system</li> <li>• Applied Macroeconomics: international financial crises, budget deficits, location determination in the development cycle</li> <li>• Dynamics of the financial markets: theoretical foundations: Market efficiency versus bull &amp; bear hypothesis, instruments, transaction dynamics</li> <li>• Dynamics and models of the financial markets: dynamics of exchange rates, raw material prices and interest rates. Speculative system models: profitability, price (feedback) effects, Minsky dynamics</li> <li>• Economic policy</li> </ul>
<b>Literature</b>	Will be announced during the lecture.

<b>Course Title</b>	<b>Multinational Finance and Cash Management</b>
<b>German Course Title</b>	<b>Multinational Finance and Cash Management</b>

<b>Degree Program</b>	<b>Entrepreneurship – Executive Management (UF)/Master</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	15 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• explain the concepts of modern finance (theory according to Modigliani/Miller, portfolio theory, CAPM &amp; multi-factor models, option-price theory, efficiency market hypothesis) and apply the instruments of modern finance using specific examples</li> <li>• construct portfolios (portfolio risk determination and budgeting, Portfolio-based performance analysis, establishing hedge funds)</li> <li>• explain the concepts of asset evaluation and apply the evaluation methods, in particular bond evaluation and stock evaluation</li> <li>• explain and apply derivative as a risk management tool</li> <li>• understand the principles of financial institutions; understand and apply concepts of banking, asset/liability model and liquidity management</li> </ul>
<b>Content</b>	<p>Principles of modern finance: Capital markets, money markets, institutions: Banks, stock exchanges, financial intermediaries</p> <p>Evaluation of capital market products: Assets, bonds, derivatives</p> <p>Managing risk by means of derivative</p>
<b>Literature</b>	Will be announced during the lecture



# General Management

# Bachelor

<b>Course Title</b>	<b>Business Ethics Opportunities &amp; Potentials vs. Limits &amp; Threats</b>
<b>German Course Title</b>	<b>Business Ethics Opportunities &amp; Potentials vs. Limits &amp; Threats</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, case studies, and discussion
<b>Method of Assessment</b>	Case studies
<b>Course objectives</b>	<p>After this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• understand ethical issues faced by small and large businesses;</li> <li>• address the relation between marketing and ethics;</li> <li>• identify how businesspeople can handle ethical dilemmas;</li> <li>• identify conflicts of interest and manage a balanced approach to the diverse interests of the different stakeholders (company, investors, employees, board members, suppliers...);</li> <li>• apply methods of organizational behavior and responsible business management;</li> <li>• establish a company's ethical culture;</li> <li>• implement ethical conduct in the workplace;</li> <li>• determine the relationship between ethics and profits;</li> <li>• understand compensation schemes.</li> </ul>
<b>Content</b>	<p>The course provides sound knowledge with regard to a business oriented approach to Business Ethics, its relation to Corporate Governance, its applicability and its limits.</p> <p>It will also show the dos and don'ts of management from an ethical and corporate governance point of view.</p>
<b>Literature</b>	<ul style="list-style-type: none"> <li>• Business Ethics and Values, Prof Alan Lovell &amp; Colin Fisher, 2nd edition, 2005</li> <li>• Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Andrew Crane &amp; Dirk Matten, 2006</li> <li>• Business Ethics, Bob Tricker &amp; Gretchen Tricker, 2013</li> <li>• Business Ethics in Practice Paperback, Simon Robinson &amp; Paul Dowson, 2012</li> <li>• OECD Principles of Corporate Governance <a href="http://www.oecd-ilibrary.org/docserver/download/2615021e.pdf?expires=1471267177&amp;id=id&amp;accname=guest&amp;checksum=5BE8FF7CE1143F2F6F0745E0005563B4">http://www.oecd-ilibrary.org/docserver/download/2615021e.pdf?expires=1471267177&amp;id=id&amp;accname=guest&amp;checksum=5BE8FF7CE1143F2F6F0745E0005563B4</a></li> <li>• Austrian Code of Corporate Governance (2015) <a href="http://www.corporate-governance.at/pdf/CG_Kodex_EN_Jaenner_2015_v3.pdf">http://www.corporate-governance.at/pdf/CG_Kodex_EN_Jaenner_2015_v3.pdf</a></li> <li>• German Corporate Governance Code (2015) <a href="http://www.ecgi.org/codes/documents/cg_code_germany_5may2015_en.pdf">http://www.ecgi.org/codes/documents/cg_code_germany_5may2015_en.pdf</a></li> <li>• UK-Corporate-Governance-Code (2014)</li> </ul>

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[http://www.ecgi.org/codes/documents/uk\\_cgcode\\_sept2014\\_en.pdf](http://www.ecgi.org/codes/documents/uk_cgcode_sept2014_en.pdf)

- Green Paper: Corporate governance in financial institutions and remuneration policies; European Commission 02/06/2010

<http://eur->

[lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:0284:FIN:EN:PDF](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:0284:FIN:EN:PDF)

SECONDARY LITERATURE:

- Corporate Policy and Governance: How Organizations Self-organize, Malik (2012)
- Corporate Governance and Accountability, Jill Soloman (2013)
- Corporate Governance, Robert A. G. Monks (2011)
- International Corporate Governance, Marc Goergen (2012)
- Corporate Governance and Chairmanship: A Personal View, Adrian Cadbury (2002)

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

<b>Course Title</b>	<b>Business Project</b>
<b>German Course Title</b>	<b>Unternehmensprojekt</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Bachelor</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.0
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	Upon completion of this sub-module, students are able to: use the PM tools for real business projects, understand complex problems from the business world and suggest solutions, reflect on uses and limits of the learned concepts, methods and instruments, present and defend solutions.
<b>Content</b>	Project terminology, project types, project roles, project phases, team work, project handbook (i.e. project structure plan, project time plan, project resource plan, project cost plan, project risk plan), project marketing, project controlling, dealing with project crises, project completion, project presentations, project evaluation
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Business Simulation</b>
<b>German Course Title</b>	<b>Business Simulation</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Bachelor</b>
<b>Credits</b>	2.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.0
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> <li>• understand the results of decisions or optimization measures in different sectors (procurement, production, investment, finance) and anticipate their effect on the annual report,</li> <li>• understand the connections between different areas of internal and external accounting,</li> <li>• develop solutions to complex business topics in a team; communicate and defend these to other persons</li> </ul>
<b>Content</b>	Stakeholder, business strategies, procurement, production, investment, finance, accounting, strategy, controlling, marketing mix, organization
<b>Literature</b>	Will be announced during the lecture

<b>Course Titel</b>	<b>Change Management</b>
<b>German Course Title</b>	<b>Change Management</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	There will be some lectures, but most of the time will be spent applying various change management principles to case examples, readings and real situations.
<b>Method of Assessment</b>	Short answer test, group presentation, participation in activities. Students will be asked to identify an issue and develop an implementation strategy addressing a positive local change.
<b>Course objectives</b>	You will develop strategic perspectives on the management of change and explore your role as a change agent within an organization. This course will 1) provide you with a better understanding of the challenges involved in managing organizational change, 2) assist you to develop a perspective for dealing with change regardless of what your position is within an organization, and 3) use a real life example in developing a change plan.
<b>Content</b>	<p>We will examine various models describing the change process. We will analyze and understand the forces for change, learn to distinguish between different types and terminologies of organization change and identify the nature and significance of common impediments to organizational change (e.g. organization inertia, resistance to change). We will also look at organizational culture and the value systems associated with various perspectives and their likely impact on change processes. There will be time to reflect on our personal values and style and look at how managers/leaders can use their strengths and understand their weaknesses when leading a change. A variety of global approaches to managing change will be considered anticipating a variety in cultural understanding and expression of events.</p> <p>Students will identify a local issue of importance to them – e.g. increasing recycling, reducing energy demands etc. Using this example we will design a comprehensive change strategy.</p>
<b>Literature</b>	<p>Excerpts from</p> <p><u>Leading Change</u> John P.Kotter Nov.2012</p> <p><u>Changemaking: Tactics and Resources for Managers</u> by Richard Bevan Apr.2011</p>

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

<b>Course Title</b>	<b>Cross-Cultural Management</b>
<b>German Course Title</b>	<b>Cross-Cultural Management</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Interactive lecture, experiential exercises, role plays, presentation
<b>Method of Assessment</b>	Final report, exam
<b>Course objective</b>	<p>The course aims to:</p> <ul style="list-style-type: none"> <li>• provide students with a conceptual, theoretical and practical knowledge of intercultural management concepts and theory</li> <li>• review existing literature and theory in the field of inter- and cross-cultural management</li> <li>• understand the challenges of intercultural management</li> <li>• help participants to understand the theoretical foundation of managing an international workforce in a multinational corporation, its processes, tools and implementation within corporations</li> <li>• discuss the relevance of diversity in multinational corporations and during internationalization processes</li> <li>• 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</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• The concept of culture</li> <li>• Cultural differences and concepts</li> <li>• Culture shock and stress</li> <li>• Cross-cultural management styles, communication, and leadership</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>Current Topics in Tourism</b>
<b>German Course Title</b>	<b>Current Topics in Tourism</b>

<b>Degree Program</b>	<b>Hospitality &amp; Tourism Management (TM)/Bachelor</b>
<b>Credits</b>	2.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.0
<b>Semester in Curriculum</b>	6th semester
<b>Method of Instruction</b>	Integrated course, problem-based learning, projects
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	On successful completion of this module, students can identify and evaluate current tourism approaches in an international context.
<b>Content</b>	Guest lecturers from our partner institutions with current issues in international hospitality and tourism industry
<b>Literature</b>	Will be announced during the lecture



<b>Course Title</b>	<b>Economics</b>
<b>German Course Title</b>	<b>Economics</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Bachelor</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 4.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course in small groups
<b>Method of Assessment</b>	Continuous assessment, final examination
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• demonstrate familiarity with the key concepts of microeconomics</li> <li>• understand supply and demand curves</li> <li>• understand microeconomic market structures</li> <li>• participate in discussions on incomes and income distribution</li> <li>• describe the various types of market failure</li> <li>• demonstrate familiarity with the key concepts of macroeconomics</li> <li>• understand the model of aggregate demand</li> <li>• understand the basic features of the AS/AD model and the IS/LM model</li> <li>• understand the macroeconomic components of banking and monetary systems</li> <li>• explain the economic significance of inflation, interest rates and rating agencies</li> <li>• illustrate the theoretical models explaining the causes and ways of combating inflation and unemployment</li> <li>• explain the economic effects of government economic policy interventions</li> <li>• present the concepts covered using correct English</li> <li>• understand and use business language phrases in English</li> <li>• understand the main ideas in complex texts on concrete and abstract topics</li> <li>• understand specialized discussions in business contexts</li> </ul>
<b>Content</b>	Introduction to Microeconomics, Markets, Markets in action, The supply decision, Market structures, Wages and the distribution of income, Market failures, Government policy; Macroeconomics; Key Performance Indicators, Aggregate Demand, AD-AS / IS-LM models, Aggregate Supply , Banking and money, Interest rates and the rating agencies, Inflation and Unemployment, Macroeconomic policy
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Foreign Trade</b>
<b>German Course Title</b>	<b>Foreign Trade</b>

<b>Degree Program</b>	<b>Marketing &amp; Sales (MARS)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	6th semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment/final examination
<b>Course objective</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• handle the requirements and challenges of international trade</li> <li>• expertly use specialist vocabulary in English for managing sales of products and services in an international context</li> <li>• describe the ways that payment terms may be structured</li> <li>• apply risk management tools</li> <li>• evaluate possible export risks, export payment terms and international insurance options</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• International sales, exporting</li> <li>• Types of export risks</li> <li>• Risk management tools</li> <li>• Payment terms for exports</li> <li>• Private insurance vs. governmental insurance</li> <li>• Foreign trade finance</li> <li>• Foreign exchange hedges</li> <li>• Political risk analysis</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Intercultural Management</b>
<b>German Course Title</b>	<b>Interkulturelles Management</b>

<b>Degree Program</b>	<b>Human Resources Management (PWOE)/Bachelor</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.0
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Lectures, exercises, case-based study in the form of individual study and group work, e-learning and independent study
<b>Method of Assessment</b>	Final exam
<b>Course objectives</b>	<p>Upon completion of this module, students will be able to:</p> <ul style="list-style-type: none"> <li>• explain the most important differences between current cultural theories,</li> <li>• reflect on and take into consideration intercultural features and national customs in the business context</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Rationales for intercultural management</li> <li>• Awareness for different national cultures and their specifics</li> <li>• Comparison of selected relevant cultural models</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>International Business – Understanding international context, identifying business opportunities</b>
<b>German Course Title</b>	<b>International Business – Understanding international context, identifying business opportunities</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Interactive course; high level of involvement and preparation required Adult learning techniques and self-directed learning; exercises and role plays; case studies and instructional material; class discussion
<b>Method of Assessment</b>	Two Assignments and one final written examination
<b>Course objectives</b>	<p>This course is based on the premise that as national economies are merging into an interdependent, integrated global economic system, there are enormous opportunities for companies and individuals to identify opportunities and niche markets to develop small businesses in foreign countries.</p> <p>The objective of the course seeks to develop an ability to analyze international business opportunities from a strategic perspective. In addition, it aims to provide participants with the knowledge and skills to manage business in a complex and foreign environment, and provides an overview of the international economic and cultural frameworks within which international businesses have to operate.</p> <p>Upon completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• explain globalization, the drivers and the changing global economy of the 21<sup>st</sup> century, including the position of Austria in the international business context</li> <li>• recognize and explain the major international institutional and financial influences on international business operations and management</li> <li>• recognize, explain and predict the impact of cultural and environmental influences on the management of international enterprises and foreign operations</li> <li>• describe international planning and controlling practices, and apply alternative market entry options and strategies (including alliances)</li> <li>• identify and explain the main characteristics of the operations, marketing, finance, accounting and tax management and human resource functions of organizations in an international context</li> <li>• research, evaluate and select a country to prepare a profile for potential market entry</li> <li>• analyze and synthesize national and international environmental data to develop recommendations and strategy for a company or an individual market entry.</li> </ul>
<b>Content</b>	International Business and Globalization; World Trade and Investment Theory and Practice; International Financial Systems and Environment; Economic Environment; Political and Legal Environment; Culture Environment; Strategy for International Business; Entry Strategies and Strategic Alliances for Foreign Markets; Organization Design and Control;

	International Human Resource Management; International Marketing and Production/Operations and Logistics; International Financial Management, Accounting and Taxation
<b>Literature</b>	Daniels, J, Radebaugh, L and Sullivan D 2009 International Business: Environments and Operations. 12th edn., Pearson Education International, New Jersey Dowling, P, Liesch, P Gray, S and Hill CWL 2009 International Business. McGraw-Hill, North Ryde

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

<b>Course Title</b>	<b>International HR</b>
<b>German Course Title</b>	<b>International HR</b>

<b>Degree Program</b>	<b>Human Resources Management (PWOE)/Bachelor</b>
<b>Credits</b>	2.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Lectures, exercises, case-based study in the form of individual study and group work, e-learning and independent study
<b>Method of Assessment</b>	Final exam
<b>Course objectives</b>	<p>Upon completion of this module, students will be able to:</p> <ul style="list-style-type: none"> <li>• define “International Human Resource Management” (IHRM)</li> <li>• explain the complexity of IHRM and to take into account the specifics of IHRM in corporate life</li> <li>• identify significant trends in IHRM and develop strategies for them</li> <li>• take into consideration the intercultural context of a training</li> <li>• explain diversity management and implement it in a company</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Differences between national and international HRM</li> <li>• Models of IHRM</li> <li>• International orientation of companies (international competitive strategy, international experience)</li> <li>• International recruiting and selection</li> <li>• International personnel development</li> <li>• International performance management</li> <li>• International remuneration</li> <li>• Trends of International HR Management</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>International Tourism</b>
<b>German Course Title</b>	<b>International Tourism</b>

<b>Degree Program</b>	<b>Hospitality &amp; Tourism Management (TM)/Bachelor</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.0
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Integrated course, problem-based learning, projects
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	On successful completion of this module, students are able to recognize and analyze various current approaches to tourism and hospitality in an international context.
<b>Content</b>	Guest lecturers from our partner institutions on current issues in the international hospitality and tourism industry
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>New Product Development and Innovation</b>
<b>German Course Title</b>	<b>New Product Development and Innovation</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Interactive lecture, active class discussions, group exercises and group project, guest speaker on product innovation (if possible to organize)
<b>Method of Assessment</b>	Group project and presentation (30 %), Final exam (70 %)
<b>Course objective</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• evaluate the innovative potential of a company, an organisation, or a team</li> <li>• apply the methods and tools of innovation management</li> <li>• find allies in the innovative process</li> <li>• communicate ideas, concepts, and solutions to internal and external partners in the process</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• New Product Development (NPD)</li> <li>• Internal versus external product and technology development strategies</li> <li>• Cross-Industry Innovation</li> <li>• New product development in the digital world</li> </ul>
<b>Literature</b>	<p>Recommended book:</p> <p>Garry D. Bruton &amp; Margaret Alice White. Strategic Management of Technology and Innovation – ISBN: 9780538481731</p>

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



<b>Course Title</b>	<b>Options &amp; Business Valuation</b>
<b>German Course Title</b>	<b>Options &amp; Business Valuation</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> <li>• understand and evaluate financial options,</li> <li>• evaluate companies' diverse payout and dividend strategies,</li> <li>• carry out company evaluations,</li> <li>• digitalization: Supply a software solution to a finance question and to formalize the relevant model.</li> </ul>
<b>Content</b>	Finance options, options assessment, real options, capital budgeting and evaluation including leverage, evaluation and finance modelling, company evaluation
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Real Business Simulation</b>
<b>German Course Title</b>	<b>Real Business Simulation</b>
<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Group work
<b>Method of Assessment</b>	Assessment by course work
<b>Course objectives</b>	<p>Upon completion of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• understand all levels of their company and take the right management decisions</li> <li>• see the complex responsibilities of the company's success</li> <li>• understand the details of financial and cost accounting</li> <li>• evaluate finance and investments</li> <li>• understand the needs of working aligned to the chosen strategy</li> <li>• evaluate the benefit of managerial accounting systems</li> <li>• develop their own ratios and take decisions from their information systems</li> <li>• better communicate the need for planning and budgeting</li> <li>• realize the value of their company and how to manage it</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Accounting and Balance Sheet</li> <li>• Financial Statement Analyzes and Corporate Ratios</li> <li>• Cash Management and Treasury</li> <li>• Process Management and Flow of Capital</li> <li>• Finance and Investment Decisions</li> <li>• Cost Accounting</li> <li>• Marketing and Pricing</li> <li>• Strategic Management</li> <li>• Value Management and Shareholder Value</li> <li>• Company Evaluation</li> </ul> <p>Real Business allows for the development of:</p> <ul style="list-style-type: none"> <li>• a common culture among the team</li> <li>• an understanding of different cultural backgrounds</li> <li>• a common language and communication style</li> <li>• roles as well as strengths of each participant</li> <li>• respect for different approaches in problem solving</li> <li>• concept of risk utility function</li> <li>• practical case study</li> </ul>
<b>Literature</b>	none

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

<b>Course Title</b>	<b>Risk Management 1</b>
<b>German Course Title</b>	<b>Risk Management 1</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	6th semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> <li>• understand practically relevant exposure management,</li> <li>• understand interest rate risk and to use suitable models,</li> <li>• understand market risk models, especially the value-at-risk methods,</li> <li>• list their advantages and disadvantages,</li> <li>• understand and use time series modelling to recognize volatility,</li> <li>• know and use credit risk models and statistical models,</li> <li>• identify operational risk,</li> <li>• understand liquidity risk and</li> <li>• have knowledge of its different forms.</li> </ul>
<b>Content</b>	Exposure management, interest rate risk, market risk, value at risk, volatility, credit risk, operational risk, liquidity risk
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Risk Management 2</b>
<b>German Course Title</b>	<b>Risk Management 2</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	6th semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> <li>• know and understand the most important international and European regulations of financial companies,</li> <li>• understand the principle behind economic capital,</li> <li>• know and use methods of scenario analysis and stress testing,</li> <li>• understand the theories of the insurance market and</li> <li>• understand the theories of the banking market.</li> </ul>
<b>Content</b>	Model risk, regulation, Basle, economic capital and RAROC, scenario analysis and stress testing, insurance theories, banking theories
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Change Management</b>
<b>German Course Title</b>	<b>Change Management</b>
<b>Degree Program</b>	<b>Entrepreneurship – Executive Management (UF)/Master</b>
<b>Credits</b>	2.0 ECTS
<b>Hours</b>	15 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> <li>• describe and identify reasons for change processes in organizations</li> <li>• name the typical phases of change processes and identify them in case studies</li> <li>• describe alternatives for dealing with resistance in change processes and apply them in case studies</li> <li>• derive the significance of communication in change processes and</li> <li>• recognize the role of the manager in change processes.</li> </ul>
<b>Content</b>	<p>Reasons for change processes            Primary and secondary changes            Models of Change Management (Lewin, Kotter,...)            Typical phases of change processes            Corporate culture and its significance to change processes            Alternatives for dealing with resistance in change processes            Communication in change processes            The role of the manager with regard to change            Success factors</p>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Innovation in Tourism</b>
<b>German Course Title</b>	<b>Innovation in Tourism</b>

<b>Degree Program</b>	<b>Hospitality &amp; Tourism Management (TM)/Master</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	15 semester weeks/UPW 1.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> <li>• describe the state of research in the area of innovation in tourism</li> <li>• identify international examples of innovation in tourism</li> <li>• evaluate structures and modes of behavior of innovative companies.</li> </ul>
<b>Content</b>	<p>Methods and tools for innovation measurement</p> <p>Status quo of tourism innovation research</p> <p>Implementation and application using tourism case studies.</p>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Leadership</b>
<b>German Course Title</b>	<b>Leadership</b>

<b>Degree Program</b>	<b>Entrepreneurship – Executive Management (UF)/Master</b>
<b>Credits</b>	2.0 ECTS
<b>Hours</b>	15 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> <li>• define and discuss the roles, tasks and behavior of a manager</li> <li>• identify the meaning of the social skills of a manager</li> <li>• realistically assess their own managerial strengths and weaknesses</li> <li>• outline various theories of management</li> <li>• assess which management situation requires which management behavior</li> <li>• identify solution-driven managerial behavior which values and respects the work of others, and constructively reflect on and examine their own actions as a manager</li> <li>• identify opportunities for effective teambuilding and team-based goal achievement, and analyze (managerial) options for managing teams</li> <li>• differentiate between various types of employee appraisal, identify options for communication and carry out employee appraisals</li> <li>• identify and apply intercultural aspects of leadership.</li> </ul>
<b>Content</b>	<p>Staff management  Leadership role  Duties of a manager  Leadership styles  Team composition  Employee appraisals  Social skills  Appreciation  Self-reflection</p>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Mergers &amp; Acquisitions</b>
<b>German Course Title</b>	<b>Mergers &amp; Acquisitions</b>

<b>Degree Program</b>	<b>Entrepreneurship – Executive Management (UF)/Master</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	18 semester weeks/UPW3.0
<b>Semester in Curriculum</b>	3rd semester
<b>Method of Instruction</b>	Simulation of situations involving M&A transactions, review of case studies, guest lectures by experts, self-study
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• describe the stages of an M&amp;A process</li> <li>• pick out the key success factors and most common mistakes in M&amp;A transactions</li> <li>• list the central elements of an investment package, and identify the types of information that must be provided to top management during an M&amp;A transaction</li> <li>• give recommendations on whether business partnerships should take precedence over acquisitions</li> <li>• outline the applicable legal principles and documents required for takeovers and partnerships</li> <li>• describe the content and procedure of a due diligence audit (e.g. strategic, cultural, financial and legal fit)</li> <li>• manage acquisition and valuation negotiations, and reflect critically on the results of such negotiations</li> <li>• prepare a post-merger integration Program, and describe the role of related communications activities</li> </ul>
<b>Content</b>	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)
<b>Literature</b>	Will be announced during the lecture



<b>Course Title</b>	<b>Strategic Human Resource Management</b>
<b>German Course Title</b>	<b>Strategic Human Resource Management</b>

<b>Degree Program</b>	<b>Entrepreneurship – Executive Management (UF)/Master</b>
<b>Credits</b>	2.0 ECTS
<b>Hours</b>	15 semester weeks/UPW 1.5
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> <li>• Recognize and describe the differences between operational and strategic human resources management</li> <li>• Describe and analyze the links between corporate strategy and human resources strategy</li> <li>• Identify appropriate organizational structures for the area of human resources management</li> <li>• Describe areas of activity of strategic human resources management</li> <li>• Identify and understand the responsibilities and challenges related to change management from the perspective of HR management, esp. mergers &amp; acquisitions, and develop courses of action which are appropriate to the situation</li> <li>• Identify and analyze successful human resources management strategies during crisis situations.</li> </ul>
<b>Content</b>	<p>Corporate strategy &amp; human resources strategy</p> <p>Distinguishing between operational and strategic human resources management</p> <p>Organizational structures for the area of human resources</p> <p>Areas of activity of strategic human resources management</p> <p>Duties and challenges of HR management in connection with change management (esp. with mergers &amp; acquisitions)</p> <p>Human resources management in crisis situations</p>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Strategy, Business Ethics and Sustainability</b>
<b>German Course Title</b>	<b>Strategy, Business Ethics and Sustainability</b>

<b>Degree Program</b>	<b>Entrepreneurship – Executive Management (UF)/Master</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	15 semester weeks/UPW 4.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• explain and recognize modern management concepts, where these can be applied, as well as to reflect on the implications of their management behavior</li> <li>• make general connections between ethics, economy, society and politics, especially with regard to questions of responsibility</li> <li>• systematically analyze and critically discuss questions of ethics in management and consulting</li> <li>• explain the fundamental approaches of Corporate Governance &amp; Business Ethics</li> <li>• apply appropriate approaches to corporate governance and carry out hands-on implementation</li> <li>• explain and recognize the relevant statutory guidelines that are used vis à vis the key stakeholders (customers, employees, suppliers).</li> </ul>
<b>Content</b>	<p>This module focuses on the analysis of the latest findings in the field of strategic management and on ethical aspects of corporate activity from the perspective of professional practice. To this end, the module offers a broad overview of strategic management and its specific tools, such as:</p> <ul style="list-style-type: none"> <li>• the Five Forces and the supply chain analysis,</li> <li>• the latest trends in this discipline are presented, e.g. the Blue Ocean strategy,</li> <li>• innovation and Strategy,</li> <li>• 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.</li> <li>• 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.</li> <li>• next, an overview of the key corporate governance and compliance guide-lines is given. Specific areas such as diversity and ethical leadership are also addressed.</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Technology in Tourism</b>
<b>German Course Title</b>	<b>Technology in Tourism</b>
<b>Degree Program</b>	<b>Hospitality &amp; Tourism Management (TM)/Master</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	15 semester weeks/UPW 1.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> <li>• explain and evaluate the effects and forms of digitalization in tourism,</li> <li>• name digital business models,</li> <li>• discuss security aspects of digitalization,</li> <li>• analyze and assess developments in digitalization.</li> </ul>
<b>Content</b>	Digitalization in tourism (trends & developments in digital marketing, search engine marketing, mobile and location-based marketing and distribution), digital business models, digitalization and security, virtual reality, user experience, XRM.
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Value Based and Risk Management</b>
<b>German Course Title</b>	<b>Value Based and Risk Management</b>
<b>Degree Program</b>	<b>Entrepreneurship – Executive Management (UF)/Master</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	15 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	2nd semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> <li>• describe value-oriented key indicators</li> <li>• identify risk indicators and their contribution to business management</li> <li>• measure identified risks in accordance with the strategy and develop an appropriate risk management system</li> <li>• perform ongoing risk assessment with the assistance of suitable tools</li> </ul>
<b>Content</b>	<p>Principles of shareholder value  Value-Based Management (VBM)  Various key indicators of VBM  Introduction of value strategies  Executive management with risk indicators  Value-based cost management  Risk identification  Risk management and risk strategy  Risk management processes</p>
<b>Literature</b>	Will be announced during the lecture

# Marketing and Sales

# Bachelor

<b>Course Title</b>	<b>Current Sales Issues &amp; Distribution Channels</b>
<b>German Course Title</b>	<b>Current Sales Issues &amp; Distribution Channels</b>

<b>Degree Program</b>	<b>Marketing &amp; Sales (MARS)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Continuous assessment/final examination
<b>Course objective</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• be aware of and discuss current trends and developments in international sales management</li> <li>• analyze international distribution channels based on their structure and function, and adapt them as appropriate</li> <li>• understand, investigate and assess power balances and conflicts of interest or aims between individual distribution channels</li> <li>• describe strategic alliances</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Current changes and developments in international sales management</li> <li>• Structure and functions of distribution channels</li> <li>• Supply and demand side analysis and structure of distribution channels</li> <li>• Multichannel distribution</li> <li>• Power balance and conflict management in distribution relationships</li> <li>• Strategic alliances, vertical distribution partners</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Customer Relationship Management</b>
<b>German Course Title</b>	<b>Customer Relationship Management</b>
<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, homework, presentation, case studies, interactive work in groups
<b>Method of Assessment</b>	Ongoing assignments and final exam
<b>Course objectives</b>	To gain a basic understanding of the theory of Customer Relationship Management and to be able to define a CRM strategy for real-life case studies.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Theory of CRM</li> <li>• History and development of CRM</li> <li>• Customer value</li> <li>• Customer profiling</li> <li>• Phases of CRM</li> <li>• Customer Engagement Cycle</li> <li>• Customer Behavior</li> <li>• Emotional Intelligence</li> <li>• Best in-class examples</li> <li>• Development of CRM strategy based on real-life case studies</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>eMarketing</b>
<b>German Course Title</b>	<b>eMarketing</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lectures, class discussions and interactive exercises; possible guest speakers via Skype that are experts in eMarketing
<b>Method of Assessment</b>	In-class assignments (marketing math calculations and creative writing/design pieces) related to the topics of the course such as SEO, Web Analytics, and Social Media Planning
<b>Course objectives</b>	<p>Upon completion of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• identify, reach, and meet the needs of customers online</li> <li>• identify leading methodologies for testing and promoting Internet-based marketing activities</li> <li>• select the best KPI's to measure online marketing activities and the means to support marketing objectives through conversion models and web analytics</li> <li>• identify possible technical issues that could be impeding a website's organic ranking</li> <li>• determine ways to improve an advertisement's position</li> <li>• analyze the results of an email campaign to determine its effectiveness</li> <li>• describe and design parts of a social media campaign plan</li> <li>• determine worthwhile actions to manage a company's online reputation</li> </ul>
<b>Content</b>	<p>Content of the subject will include:</p> <ul style="list-style-type: none"> <li>• Web analytics</li> <li>• Search engine optimization</li> <li>• Paid search marketing</li> <li>• Online advertising</li> <li>• E-mail marketing</li> <li>• Social media marketing</li> <li>• Online reputation management</li> </ul>
<b>Literature</b>	<p>Larson J., Draper S., (2017) Digital Marketing Essentials. Stukent.com</p> <p>The primary source of literature for this course is an e-text available through Stukent.com. The instructor will provide an access key for the course before the first class so students may purchase the e-text online. Student will have lifetime access to the textbook so are encouraged to write down their online access information. Other resources include online videos available through Google and YouTube (Stukent's YouTube Channel).</p>

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



<b>Course Title</b>	<b>International Marketing</b>
<b>German Course Title</b>	<b>International Marketing</b>
<b>Degree Program</b>	<b>Center for International Education and Mobility/International Management</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lectures, case studies, group work, group project.
<b>Method of Assessment</b>	Group project (presentation) 50%; Exam 50%
<b>Course objectives</b>	The course seeks to familiarize students with the tools and terminology to explore and understand marketing practices in an international environment. They will learn the scope and challenges of international marketing, the dynamic environment of international trade, culture, political, legal, and business systems of globalizing markets, opportunities and threats on global markets and develop decision-making skills for the successful formulation, implementation and control of international marketing strategies. In particular, the course highlights strategic and managerial issues related to international marketing.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Scope and Relevance of International Marketing</li> <li>• The global marketing concept</li> <li>• Internationalization theories</li> <li>• Evaluating markets</li> <li>• Market entry modes</li> <li>• Designing the global marketing programme</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>International Marketing</b>
<b>German Course Title</b>	<b>International Marketing</b>

<b>Degree Program</b>	<b>Marketing &amp; Sales (MARS)/Bachelor</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 4.0
<b>Semester in Curriculum</b>	4th semester
<b>Method of Instruction</b>	Integrated module
<b>Method of Assessment</b>	Continuous assessment
<b>Course objective</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• expertly use specialist vocabulary in English</li> <li>• demonstrate sensitivity to differences in business, social, cultural and political norms in other countries, and the challenges these present for integrated international communications</li> <li>• describe market entry strategies</li> <li>• appreciate the requirements to be taken into account when employing marketing and communications tools in an international, intercultural context</li> <li>• test and reflect upon their know-how in intercultural teams</li> </ul>
<b>Content</b>	<p>International communication</p> <ul style="list-style-type: none"> <li>• Introduction, sociocultural environment, culture as moral philosophy</li> <li>• Culture in business practice, intercultural communication, meeting conventions/etiquette, listening habits, audience expectations, management styles and management language</li> <li>• Cross-cultural management, culture and strategy, integrated communication management, causal field model, actor and factor analyzes as research tools</li> <li>• Intercultural marketing communications, mobile marketing and proximity marketing, management tools, balanced scorecard for communication</li> </ul> <p>Global marketing</p> <ul style="list-style-type: none"> <li>• Global marketing trends and environment</li> <li>• Culture</li> <li>• International markets</li> <li>• Market evaluation, selection and entry</li> <li>• International marketing strategies</li> <li>• Ethical considerations in international marketing</li> <li>• International branding decisions</li> <li>• Decisions about the international marketing mix</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Marketing Research in Practice</b>
<b>German Course Title</b>	<b>Marketing Research in Practice</b>
<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, workshop and mini-project
<b>Method of Assessment</b>	Participation in the mini-project, test
<b>Course objectives</b>	<p>The main goals of the course are that students:</p> <ul style="list-style-type: none"> <li>• develop an awareness for the role of market research in marketing management</li> <li>• understand market research terminology</li> <li>• acquire a basic understanding of the market research process</li> <li>• are introduced to the most common market research techniques</li> <li>• gain knowledge to critically evaluate the quality of research data</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• The Role of Market Research</li> <li>• Quantitative and Qualitative Market Research</li> <li>• The Market Research Process</li> <li>• Research Designs</li> <li>• Sample Size and Determination</li> <li>• Data Preparation and Analysis</li> <li>• Research Reports</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>Marketing Strategies and Decision-Making</b>
<b>German Course Title</b>	<b>Marketing Strategies and Decision-Making</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*/Prerequisite: introductory marketing
<b>Method of Instruction</b>	Reading, lecture, discussion, case-studies
<b>Method of Assessment</b>	One individual assignment, one group presentation, one written exam
<b>Course objectives</b>	To develop the students' understanding of the core elements of a company's product and service offer, how they are created, and the process through which these elements are strategically employed in creating cohesive, successful marketing campaigns.
<b>Content</b>	Marketing Today; Brand Identity; Brand Communication; Organizational structures; Research; Product, Place, Price Promotion and People; Influence of Social Media; Relationship Marketing; The Strategic process; Implementation.
<b>Literature</b>	Kellogg on Marketing Kellogg on Branding

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