

COURSE GUIDE

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

WINTER SEMESTER 2019

(SEPTEMBER 2019 – JANUARY 2020)

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



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Winter Semester 2019/20

(September – January)

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Information on the Course Guide

Dear international 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. In this course guide you will find the courses taught in English in the winter semester 2019/20, including detailed information on the course contents.

You can **choose a semester package** or/ and **compose your own study program** from different specializations. Please note that a package brings a number of advantages:

- no course overlap: we can guarantee that you will have no time schedule interference
- taught entirely in English
- preferential registration: students who have selected packages will be ranked first among others who have only selected individual courses.
- Students enjoy maximum flexibility when selecting a package: you can select a package and combine it with individual courses

As only a limited number of places is available for each course, we have to reserve spots on a “first come first served” basis, i.e. those students who send their course selection early are ranked first. Note: Students who have selected packages are given preferential treatment.

Compose your own study program:

If you decide to compose your own study plan, you can choose and combine individual courses from different **packages** and **departments**. Please note that in this case there may be time overlaps which we can discuss with you in the Orientation Week.

How to use this guide:

Courses are listed according to departments. Within a department, you will find the Bachelor's courses grouped together and the Master's courses grouped together. To make it easier for you, the courses are highlighted in two different colors:

- Courses highlighted in dark blue are courses offered by Center for International Education and Mobility (CIEM). Please note that these courses are recommended for students at higher Bachelor's or Master's level.
- Courses highlighted in light blue are courses offered by the academic departments of FHWien der WKW at Bachelor's level.
- Courses highlighted in purple are courses offered by the academic departments of FHWien der WKW at Master's level.

Important: All Master's courses can only be taken by Master's students. Likewise, courses from the Journalism and Content Production programs may only be taken if you are majoring in a similar program at your home university.

This course guide is only valid for the semester mentioned above. The course offer may vary in future semesters. Please note that material costs (e.g., for books) may be incurred.

I. PACKAGES

Name of Packages: International Business 1, 2

Department: CIEM

Overview:

Please select one of the packages below. If you select the package with 25 ECTS, you can combine it with individual courses in this course guide, to reach e.g. 30 ECTS.

Courses of the packages may also be booked individually.

International Business 1, 30 ECTS

International Business 2, 25 ECTS

Business Strategy and Strategic Controlling, 5 ECTS	Business Strategy and Strategic Controlling, 5 ECTS
Change Management, 5 ECTS	Change Management, 5 ECTS
Communication and Organizational Culture, 5 ECTS	Communication and Organizational Culture, 5 ECTS
Strategic Brand Management, 5 ECTS	Strategic Brand Management, 5 ECTS
The Globalizing World of Multi-National Companies, 5 ECTS	The Globalizing World of Multi-National Companies, 5 ECTS
Business English - Negotiations & Presentations, 5 ECTS	

Course Titel	Business Strategy and Strategic Controlling
Lehrveranstaltungstitel	Business Strategy and Strategic Controlling

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, Group work
Method of Assessment	Final examination, group work
Course Objectives	Upon completion of this course, the students should be able to see the differences between operational and strategic management within a corporation. They should understand the different stages of strategic decisions (corporate, business unit, functional), they should understand the 'stakeholder'-concept and what the players in the near/far environment give to/want from the corporation. The students should show that they have acquired competences to use and apply the most important concepts of strategic analysis.
Content	<p>Business Management – What is it, What business are we in?</p> <ul style="list-style-type: none"> • Analysis – Choice/Options/Implementation - Phases within the Strategy process, • Vision and Mission (Ashridge) • Goals and objectives • Corporate Governance (CSR, Sustainability) • What is the basic goal of strategic management – sustainable competitive advantage – how do we get that? • What are the stakeholders for company – and what are these objectives? • Primary (Employees, Customers, Suppliers, Competition, Shareholders) • Secondary (Banks, Unions, State, Interest groups, Media, ...) • Market-driven vs. resource-based strategy • What is the market providing? • What does the company possess (Resources & Capabilities) • The value chain analysis • How can the company grow? (vertical, horizontal) • What is the Supply-chain (basic) • 'Generic' strategies (Ansoff, Porter) • Organizational Culture, Structure, Control Systems within an organization
Literature	Will be announced during the lecture

*Elective: These courses are recommended for students at higher Bachelor's or Master's level.

Course Titel	Change Management
Lehrveranstaltungstitel	Change Management
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks /Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	The instructor employs the Socratic Method in teaching this class. Rather than simply the traditional lecture, the teacher will be asking questions and providing cases and examples to encourage the student's participation and to facilitate a deeper understanding of the course material. Rather, we will build the discussion on answers given.
Method of Assessment	<p>Each student will be assigned to a group, to present a project before the class. The cases will be handed out early in the session. The project will consist of a written analysis and a 5 to 7-minute presentation, followed by a 5-minute Q&A. The intent is for the students to amplify on materials covered in the course, applying this material to a "real" situation using PowerPoint, and/or other creative and entertaining delivery vehicles. Thoroughness, objectivity and articulation will be the basis for the grade given.</p> <p>The students will be asked to submit short synopsis of significant articles provided through the Moodle site.</p> <p>The final exam will be multiple choice questions short answers and a short case and will be comprehensive. Students will be responsible for learning both the reading, and information provided by class discussions and group case presentations.</p>
Course Objectives	<ul style="list-style-type: none"> • Understand the change process, the dynamic nature of the business environment, and the resultant effects of rapid change on an organization and its stakeholders. • Understand the basic causes of change, and resistances to change, in the business world. • Learn the methods of effectively anticipating, influencing and implementing change in corporate settings with differing corporate cultures. • Understand the role of leadership in effectively managing change.
Content	The rapidly changing technological and global markets present business managers with new opportunities and challenges that require "out of the box" thinking and decisions. With this in mind, we will explore many of the issues organizations face in trying to achieve their strategic objectives and satisfy the needs of their customers, beginning with a discussion of general principles and then addressing more specific strategies and tactics as the semester progresses. Readings will provide much of the framework for the course. Though ESCM students are not required to purchase the two texts, most of the class information and theory will be derived from them. Critical chapters will be available on the Moodle site along with other critical and very current writing in the area of change management.
Literature	Will be announced during the lecture.

*Elective: These courses are recommended for students at higher Bachelor's or Master's level.

Course Title	Communication and Organizational Culture
Lehrveranstaltungstitel	Communication and Organizational Culture
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks /Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lectures, interactive activities, role-plays, case studies
Method of Assessment	Essay; Group Project involving a presentation and report
Course Objectives	<p>After completing this course, students should be able to:</p> <p>Understand the basic elements—assumptions, values, and artifacts—of organizational culture, draws on communication and management research findings, and integrate practical applications. Students will be able to identify and realize organizational culture from different points of view, create cultural interpretations, and ultimately make informed work decisions.</p> <ol style="list-style-type: none"> 1. Explain what organizations are and how communication functions within them 2. Apply appropriate communication and organizational culture methods and behaviors in an organizational setting 3. Assess communication and organizational culture within an organization to interpret organizational culture and incorporate organizational culture in communication methods 4. Recognize and respond constructively to cultural differences in communication.
Content	<p>Explain the meaning of organization and Organizational Communication</p> <p>Explain the meaning of Culture and Organizational Culture (Integration of Artifacts, Values, and Assumptions)</p> <p>Core Characteristics of Organizational Culture</p> <p>Communicating Culture</p> <p>The Structure of Organizational Culture</p> <p>Developing, Managing, and Changing Organizational Culture</p> <p>Culture Formation</p> <p>Cultural Maintenance</p> <p>Cultural Change in Organizations</p> <p>Creating a Vision of the Organization and Its Culture</p> <p>Socializing New Employees to the Culture</p> <p>Leadership and Organizational Culture;</p> <p>Personal, Professional, and Organizational Ethics</p>
Literature	<p>Keyton, J. (2012). Communication and Organizational Culture: A Key to Understanding Work Experiences, (2nd Ed.). New York: Sage. ISBN: 9781412980227</p> <p>More details will be announced at the lecture</p>

*Elective: These courses are recommended for students at higher Bachelor's or Master's level.

Course Title	Strategic Brand Management
Lehrveranstaltungstitel	Strategic Brand Management

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks /Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	PowerPoint slides, case studies
Method of Assessment	<p>Case discussion & brand audit presentation: 40%</p> <p>Written exam: 60%</p> <p>Case studies</p> <p>Cases will be uploaded a week before the discussion. You must print them out, read them and be ready to answer questions during the lecture. It will be a group discussion and a brain storming exercise. You are expected to make thoughtful and constructive contributions.</p> <p>Brand audits</p> <p>As a group you are asked to analyze the key branding strategies and tactics of 3 given brands within one industry. Moreover, you are asked to comment on other groups' presentations, as if you were senior managers or competitors.</p> <p>Workload</p> <p>It is expected that you spend at least five hours per week studying this course. This time should be made up of reading, research, working on exercises and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with other activities.</p>
Course Objectives	<p>Brand management addresses strategic branding decisions faced by an organization on an international level. This course gives insights into how brands are managed, how to establish and identify brand positioning and values, as well as how to plan and implement brand marketing strategies and measure brand performance.</p> <p>The course provides relevant theories, concepts, techniques and models in branding. It combines lectures, group exercises, case discussions as well as insights from guest speakers.</p> <p>Course aims:</p> <ul style="list-style-type: none"> • Provide an understanding of the meanings of brand in alternative ways • Provide the appropriate concepts, theories and techniques related to the important issues in brand management operations • Enhance students' ability to apply creative and critical strategies and tactics involved in developing, positioning, leveraging, managing a brand, and measuring its value • On successful completion of this course, students should be able to: <ul style="list-style-type: none"> • Assess different viewpoints on brand and to think cogently and critically about these viewpoints. • Analyse specific problems and challenges in brand management, and to devise sound and practical solutions to these problems; • Use resources (e.g., marketing research, research studies, articles, online brand management journals, etc.) in an informed and skilful way as part of the process of developing ideas, plans and solutions;

	<ul style="list-style-type: none"> Effectively communicate branding knowledge in oral and written contexts; Work individually and as an effective member of a team.
Content	<p>I</p> <p>Lecture 1: Introduction to brand management & course</p> <p>Lecture 2: Customer-based brand equity & brand positioning</p> <p>Lecture 3: Brand resonance & brand value chain & discussion case I</p> <p>Lecture 4: Branding strategies & choosing brand elements to build brand equity</p> <p>Lecture 5: Designing marketing programs to build brand equity & discussion Case</p> <p>II</p> <p>Lecture 6: Integrating marketing communications to build brand equity</p> <p>Lecture 7: Guest speaker & global branding strategies</p> <p>Lecture 8: Leveraging secondary brand associations to build brand equity</p> <p>Lecture 9: Guest speaker & measuring brand equity</p> <p>Lecture 10: Brand audit presentations</p> <p>Lecture 11: Brand audit presentations & recap/questions/feedback</p> <p>Lecture 12: Final Exam</p>
Literature	<p>Main literature:</p> <p><i>Kevin Keller</i>, Strategic Brand Management: Building, Measuring, and Managing Brand Equity; Global International Edition, 4/E Pearson Higher Education, 2013</p> <p>Supporting literature:</p> <p><i>Richard Rosenbaum-Elliott</i>, Strategic Brand Management, 2/E Oxford University Press 2011</p> <p><i>Jean-Noel Kapferer</i>, The new strategic Brand Management, 2012</p> <p><i>Tilde Heding</i>, Brand Management – Research, Theory and Practice, 2009</p>

*Elective: These courses are recommended for students at higher Bachelor's or Master's level.

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

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	<p>Methods of teaching and learning are based on adult learning techniques and self-directed learning. Each session explores the concepts and provides the information on the study topic. Exercises and role-plays are used to test international business insights and skills, while case studies and instructional material documenting the experiences of organizations in international business are included. Current issues in international business including readings will be issued in class discussion as they arise during the course. The course is interactive and requires a high level of involvement from students during the class sessions. Students are expected to come to class prepared. It is expected that students will read any material supplied before coming to class. Students required to present during a class session, are expected to be prepared and ready to present their materials to the class at the specified time. Those students not presenting are expected to have reviewed the readings and cases, listen to the presentations, and ask questions appropriately. Students are also expected to participate in all class discussions. Beyond the required reading, students are encouraged to use other resources.</p>
Method of Assessment	Two Assignments and one final written examination
Course Objective	<p>This course is based on the premise that we live in a global age. A very complex, rapidly changing environment, which is difficult to fully grasp the significance for business. However, it is important that business understands the sheer magnitude, diversity and complexity of globalization, which involves almost everyone, everything and every place, each in immeasurable ways. Multi-National Companies (MNCs) through intelligence and skillful management are able to develop markets and negotiate optimum production locations. In turn, the resulting location patterns show up around the world as key areas of industrial development and or industrial excellence.</p> <p>The objective of the course seeks to develop an ability to analyze global processes and flows which impact on business from a strategic perspective. In addition, it aims to provide participants with the knowledge and skills to analyze industries and MNCs business to see how they have evolved in recent years in such a complex and changing global environment and their likely future success.</p> <p>The assessment requires the students to identify a MNC they believe has adapted their business over time to be successful in the current world market. The students are required to review the evolution of the industry in which the MNC is located, trace the development, and evaluate the success of the current strategy of the MNC.</p> <p>Learning outcomes</p> <p>On completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Explain globalization, the drivers and the changing global economy of twenty first century including the Americanization of the international world and growing focus on consumerism. • recognize and explain the major international process and flows which impact on the global environment • identify and understand the role of the key institutional and financial structures governing the global economy

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

*Elective: These courses are recommended for students at higher Bachelor's or Master's level.

Course Title	Business English - Negotiations & Presentations
German Course Title	Business English - Negotiations & Presentations

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks/UPW2.0
Semester in Curriculum	Elective*
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment. The continuous performance assessment is based on the grades for the following topic blocks: presentation skills, rhetoric and body language (40%) and their use in the integrated final examination (final presentation: 60%) at the end of the semester.
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • communicate effectively in a variety of business situations in English (functional English) • understand and use business language phrases in English • understand the main ideas in complex texts on concrete and abstract topics • understand specialized discussions in business contexts • converse fluently and spontaneously, so that normal interactions with native speakers are possible without great difficulty in understanding for either party • express themselves clearly and in detail, verbally and in writing, on a wide range of topics; explain their position on a specific issue and list the pros and cons of alternatives • differentiate between formal and informal situations, in both spoken and written contexts, and respond appropriately to the situation • understand the characteristics of different kinds of texts, and use the correct language when producing them; tailor texts to their target audience
Content	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
Literature	Will be announced during the lecture

*Elective: These courses are recommended for students at higher Bachelor's or Master's level.

Name of Packages: Management & Entrepreneurship 1, 2, 3

Department of Management & Entrepreneurship

Overview:

Please select one of the packages below. If you select the package with 25 ECTS, you can combine it with individual courses in this course guide, to reach e.g. 30 ECTS.

Courses of the packages may also be booked individually.

Management & Entrepreneurship 1, 30 ECTS	Management & Entrepreneurship 2, 24 ECTS	Management & Entrepreneurship 3, 24 ECTS
Managerial Accounting, 6 ECTS		Managerial Accounting, 6 ECTS
Project, Process and Human Resources Management, 6 ECTS	Project, Process and Human Resources Management, 6 ECTS	Project, Process and Human Resources Management, 6 ECTS
Entrepreneurship & Management 1, 6 ECTS	Entrepreneurship & Management 1, 6 ECTS	Entrepreneurship & Management 1, 6 ECTS
Entrepreneurship & Innovation 1, 6 ECTS	Entrepreneurship & Innovation 1, 6 ECTS	Entrepreneurship & Innovation 1, 6 ECTS
Academic & Professional Skills, 6 ECTS	Academic & Professional Skills, 6 ECTS	

Course Title	Managerial Accounting
Lehrveranstaltungstitel	Managerial Accounting

Degree Program	Management & Entrepreneurship (UF)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 3.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Partial performance and/or final examination
Course Objectives	<p>After completing this course, students will be able to:</p> <ul style="list-style-type: none"> • explain the basic terms of managerial accounting and the basic concepts such as the Cost-Volume-Profit-Analysis and explain ethical aspects relating to managerial accounting, • explain the difference between job costing and activity-based costing and apply them by means of examples, • describe and apply the different characteristics of two or three-phases corporate planning. Describe the phases of an overall business planning and use them for practical cases. • perform variance analyses (between target and actual costs) and interpret the individual variance types, • describe the problematic of fixed production costs and explain the concepts of avoidance of undesirable inventory build-up, • explain different cost characteristics, particularly non-linear (for instance experience curve) and apply mathematically, • explain the concept of relevant costs and apply to practical cases, • explain the methods of short and long-term pricing and distinguish market from cost-bases calculation, • describe the elements of balanced scorecard and their implementation in the organization, • use different methods of overheads allocation and explain their respective advantages and disadvantages, • define and differentiate the term of controlling correctly, • understand the functions and roles of controlling and the controller in a company, • evaluate different controlling concepts and their development, • know the goals and tasks of controlling.
Content	<ul style="list-style-type: none"> • Managerial Accounting Basis & Ethics. Cost-Volume-Profit-Analysis, Job Costing; Activity Based Costing and Management; Planning and budgeting. • Cost accounting, target-actual-comparison, price and quantity variances of direct and indirect costs, activity variance, analysis and interpretation of variances, fixed production costs, • variable Costing and absorption costing, linear and non-linear cost characteristics, experience curve; decision-oriented cost accounting; short and long-term pricing decisions, target costing vs. Cost Plus Pricing; strategy evaluation, volume, price and productivity components multiannual comparison of results, productivity measurement, sectoral cost accounting. • Introduction to controlling • Conceptual fundamentals, definition and delimitation of the term controlling • Controlling theory, controlling concepts, controllership • Modern controlling, goals and tasks • Instruments of controlling • Basic concepts of international controlling
Literature	Will be announced during the lecture

Course Title	Project, Process and Human Resources Management
Lehrveranstaltungstitel	Projekt-, Prozess- & Personalsteuerung

Degree Program	Management & Entrepreneurship (UF)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Partial performance and/or final examination
Course Objectives	<p>Submodule 1:</p> <p>After completing this submodule, students will be able to:</p> <ul style="list-style-type: none"> • understand projects and project management as a component of modern and efficient business organization, • use correctly the most important tools of project management and • define projects autonomously, commission, plan and manage them and support “own projects” with the tools of project management, • process definition and analysis, company-wide process management, process management in the product development, methods and tools of process management, approaches of quality management, • understand, explain and use quality-driven improvement programs: Lean Management, Six Sigma, business quality management <p>Submodule 2:</p> <p>After completing this submodule, students will be able to:</p> <ul style="list-style-type: none"> • distinguish operational and strategic human resources management • describe the possibilities of organizational embedment of the human resources department. • explain the strategic cross-departmental functions of the human resources management (Talent & High Potential Management, Succession Planning, Retention Management) and put them in relation to case studies, • define the terms “human resources development”, “organization development” and “change management” and understand their strategic relevance, • describe the main characteristics and target definitions of strategic human resources development, their tools (personnel appraisal, career plan, ...) and develop concepts by means of case studies. • name principles and strategies for the configuration of organization development and change management processes and describe different organization development measures (among others large group interventions). • explain the concept of learning organization and reflect application possibilities in practice. • Define the term “corporate culture” and determine aspects of corporate culture (artifacts, values & norms, basic assumptions).
Content	<p>Submodule 1: Project, process and quality management</p> <ul style="list-style-type: none"> • Concept of project, project forms of organization, project roles, project phases • Team work, project manual (for instance project structure plan, environment analysis, project time schedule, project resource plan, project cost projection, project risk plan etc.) • Project marketing, project controlling, handling project crises, project completion report, project presentation, project evaluation • Process management: notions, strategies, approaches, methods • Quality management: notions, certifications, norms, accreditation • Concept Total Quality Management <p>Submodule 2: Strategic human resources management</p> <ul style="list-style-type: none"> • Operational and strategic human resources management • Organizational embedment of the human resources department in the UN structure; HR Business Partner Model

	<ul style="list-style-type: none"> • Strategic cross-departmental functions of the human resources management: Talent & High Potential Management, Succession Planning, Retention Management • Strategic human resources development, organization development and distinction from the approaches of change management • Concept of the learning organization • Corporate culture model (among others by the appearance)
Literature	Will be announced during the lecture

Course Title	Entrepreneurship & Management 1
Lehrveranstaltungstitel	Entrepreneurship & Management 1

Degree Program	Management & Entrepreneurship (UF)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 3.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Partial performance and/or final examination
Course Objectives	<p>After completing this course, students will be able to:</p> <ul style="list-style-type: none"> • explain basic concepts of the international macroeconomics and of international management, • understand and explain global correlations in the world economy and the roles of different actors, • evaluate different concepts and their development, • describe fundamental changes of the modern world economy, • explain intercultural aspects of international management and their implication in business management.
Content	Macroeconomics, basic approaches, economic growth, total factor productivity, human capital and technique, international trade, globalization, business cycles and economic policy, monetary policy, fiscal policy and role of the government, capital markets and finance sector, international management: notions and main approaches, legal and political framework of the international management, intercultural management: aspects and implications
Literature	Will be announced during the lecture

Course Title	Entrepreneurship & Innovation 1
Lehrveranstaltungstitel	Entrepreneurship & Innovation 1

Degree Program	Management & Entrepreneurship (UF)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 3.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Partial performance and/or final examination
Course Objectives	<p>After completing this module, students will be able to:</p> <ul style="list-style-type: none"> • understand Design Thinking Concept, • explain and use Innovation Process Model, • apply Design Thinking Methods, • describe Business Planning Concepts, goals, tools and influence factors, • generate a strategic Business Plan, • use E-Learning tools for the development of new products and concepts.
Content	Design Thinking Concept, Innovation Process Model, Design Thinking Methods, Design Thinking in Information Technology, Business Planning: concepts, goals, tools, influence factors, Managerial Accounting and Business Planning, Risk Management
Literature	Will be announced during the lecture

Course Title	Academic & Professional Skills
Lehrveranstaltungstitel	Academic & Professional Skills

Degree Program	Management & Entrepreneurship (UF)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Partial performance and/or final examination
Course Objectives	<p>After completing this module, students will be able to:</p> <ul style="list-style-type: none"> • know the criteria of scientific character and develop a scientific thinking, • know and distinguish types of scientific works and their quality criteria, • prepare optimal visual presentations adapted to target groups, • reflect on their own strengths and weaknesses, • interact with other professionals as well as act depending on the situation, • give and accept feedback and criticism, • use modern media purposefully, • identify cultural differences as well as use relevant strategies that prevent intercultural misunderstandings, • identify characteristic pronunciation properties of different English variants, • successfully take part in a business communication with international business partners by means of relevant communication tools.
Content	<p>Submodule 1: Scientific work</p> <ul style="list-style-type: none"> • Meaning of scientific works, requirements of scientific works, types of scientific works, assessment criteria of scientific works, development process of a scientific work (research process methodology), paradigms of empiric social research, parts of scientific works, work with scientific literature, formal structure of a scientific work, writing and argumentation in a scientific work <p>Submodule 2: Presentation techniques 2</p> <ul style="list-style-type: none"> • Preparation, structure and performance of individual and group presentation, as well as relevant extended use of media, reflection over presentation skills <p>Submodule 3: Intercultural Communication</p> <ul style="list-style-type: none"> • Intercultural awareness, personal and virtual business communication
Literature	Will be announced during the lecture

Name of Packages: Organization & Management 1, 2

Department of Human Resources Management

Overview:

Please select one of the packages below. If you select the package with 25 ECTS, you can combine it with individual courses in this course guide, to reach e.g. 30 ECTS.

Courses of the packages may also be booked individually.

Organization & Management 1, 24 ECTS

Organization & Management 2, 18 ECTS

Advanced HRM, 6 ECTS	
Intercultural & Diversity Management, 6 ECTS	Intercultural & Diversity Management, 6 ECTS
Management 1, 6 ECTS	Management 1, 6 ECTS
Organization, 6 ECTS	Organization, 6 ECTS

Course Title	Advanced HRM
Lehrveranstaltungstitel	HRM Vertiefung

Degree Program	Human Resources Management (PWOE)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment / final examination
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Explain the term international human resource management and explain its complexity in professional practice. • Describe the function of IHRM in various cultural contexts. • Explain the peculiarities of HR-related areas of action in an international context and work out consequences for HR tools. • Identify key trends in IHRM and the consequences of these trends. • Understand the basics of interest-based negotiation • Prepare for and carry out negotiations • Understand and reflect on negotiation strategies • Organize negotiation processes • Identify and reflect on argumentation techniques • Deal with emotions in stressful situations • Follow up on negotiations • Identify, analyze and de-escalate conflicts with suitable methods and tools • Lead difficult discussions in a solution-oriented and appreciative manner. • Reflect on their own behavior in conflicts to an adequate extent • Identify the behavior of others in conflict situations. • Apply the learned techniques in a manner appropriate to the situation so as to de-escalate conflicts.
Content	<p>Sub-module International HRM:</p> <ul style="list-style-type: none"> • General internationalization of the economy • Foundations of international HRM in relation to the areas of activity of HRM • Differences between national and international HRM and the resulting challenges • Trends in international HRM <p>Sub-module Negotiation & Conflict Management:</p> <ul style="list-style-type: none"> • Foundations of negotiation • Tasks of negotiation management • Preparing for negotiations • Negotiation strategies • Organizing the negotiation process • Argumentation techniques • Dealing with emotions in stressful situations • Following up on negotiations • Theoretical foundations of conflict management • Identifying conflicts in oneself and others • Dealing with conflicts through solution-oriented discussion and using the principles of non-violent communication • Forms and handling of conflicts in the organization (conflict management in the company)
Literature	Will be announced during the lecture

Course Title	Intercultural & Diversity Management
Lehrveranstaltungstitel	Interkulturelles & Diversity Management

Degree Program	Human Resources Management (PWOE)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment / final examination
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Understand the challenges of different cultural backgrounds and derive targeted measures from them. • Describe the major cultural theory concepts and critically question their practical relevance. • Explain the concept of diversity management and apply to case studies. • Be aware of intercultural circumstances in HR work. • Identify cultural differences and apply appropriate strategies to counter intercultural misunderstandings in oral and written communication. • Identify characteristic pronunciation features in different dialects of English. • Successfully participate in business communication with international business partners using appropriate communication tools.
Content	<p>Sub-module Intercultural & Diversity Management:</p> <ul style="list-style-type: none"> • Cultural environments • Inter-cultural comparative research, cultural theories • Diversity in all dimensions • Diversity management in theory and practice • HR and HRD requirements in the international context <p>Sub-module Intercultural Business Communication:</p> <ul style="list-style-type: none"> • Strategies for dealing with cultural differences in oral and written intercultural communication • Characteristic pronunciation features in different dialects of English • Business communication with international business partners using appropriate communication tools
Literature	Will be announced during the lecture

Course Title	Management 1
Lehrveranstaltungstitel	Management 1

Degree Program	Human Resources Management (PWOE)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment / final examination
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Explain the basic tools of strategic management and their application in professional practice. • Describe the basic strategies available to a company. • Describe the strategy development and implementation process. • Name the tools and methods of the strategy development and implementation process and use selected tools • Describe the basic approaches of corporate governance & business ethics • Identify the aspects of a company strategy that are relevant to a human resources strategy. • Identify the functions and tasks of marketing, describe marketing as a process and critically discuss the use of the tools of strategic and operational marketing planning in companies. • Apply the acquired theoretical knowledge to case studies. • Describe human resources marketing activities and select appropriate actions for selected issues. • Create a draft of a human resources marketing concept. • Identify and reflect on the opportunities and limits of social media for human resources. • Define the content, tasks and opportunities of employer branding. • Derive information relevant to employer branding from the company strategy. • Describe the procedure for the creation of an employer branding concept.
Content	<p>Sub-module Strategic Management & HR:</p> <ul style="list-style-type: none"> • Strategic management – definitions, theories • Tools of strategic management and strategic planning: Context analysis, company analysis • Vision, mission statement • Core competencies and resources • Competitive strategies • Corporate governance, foundations of business ethics, corporate social responsibility • Strategy development, development of strategic objectives, strategy implementation (incl. balanced scorecard) • Digitalization, disruption and its impact on the strategic issues in the company • Digital business models • Strategic controls • Human resources strategy <p>Sub-module Marketing in HR:</p> <ul style="list-style-type: none"> • Basic concepts, definitions, tasks and functions of marketing and marketing management • Marketing management as a process: market research, setting marketing objectives, strategic marketing, operational marketing, impact measurement • Operative and strategic marketing, STP • Marketing tools, 4Ps • Foundations of PR • Tasks and tools of human resources marketing • Employer branding (concepts, introduction strategies, social media tools) • Digitalization in HR marketing
Literature	Will be announced during the lecture

Course Title	Organization
Lehrveranstaltungstitel	Organisation

Degree Program	Human Resources Management (PWOE)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment / final examination
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Understand projects and project management as components of a modern and efficient company organization • Properly apply key tools of project management and • Define, assign, plan and steer projects independently; manage “their own projects” using project management tools • Analyze companies in terms of their structure and process organization, classify them based on organizational models and concepts. • Name the major organizational theories and describe the basic characteristics of these theories.
Content	<p>Sub-module Project Management:</p> <ul style="list-style-type: none"> • Classic and modern project management • Basic methodological knowledge for project organization • Project definition and commissioning • Project planning tools (project structure plan, stakeholder analysis) • Project risk management • Elements of project marketing • Elements of project controlling <p>Sub-module Organizational Design:</p> <ul style="list-style-type: none"> • Structuring of tasks (theory and practice), distinction between structure and process organization • Major classical, neoclassical and modern organizational theories • Organizational forms and models • Foundations of process management, identification of business processes, process modeling, process optimization, process-oriented organizational forms • Impact of digitalization on organizational design
Literature	Will be announced during the lecture

II. INDIVIDUAL COURSES

CIEM Individual Courses in Alphabetical Order

Course Title	Austrian Culture & more
Lehrveranstaltungstitel	Austrian Culture & more

COMPULSORY COURSE!

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	1.0 ECTS
Hours	15 semester weeks/Units per Week 1.0
Content	<p>This course prepares you for your semester in Austria. We would like to make you familiar with the Austrian culture and the challenges you may face during your semester abroad. The course will focus on interactive contents where you will have the chance to get to know Austrian specific characteristics and the other exchange students as well as the similarities and differences between various cultures. Furthermore, you will get an understanding of stereotypes and reflect prejudices and the definition of “culture” and “cultural identity”.</p> <p>The second part of the course will be the collaboration at our “GO INTERNATIONAL!” Fair, an event dedicated to our regular students, where we inform them about the exchange possibilities. You will support us by representing your home country and university. Participation at the fair is compulsory!</p>

Course Title	A1 German Language
Lehrveranstaltungstitel	A1 German Language

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 3.0
Semester in Curriculum	Elective
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	<p>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.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • Introducing yourself and asking for someone's name • Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.) • Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs • Adequately responding to simple questions, orders, comments, announcements on the mail box, public announcements and short conversations • Extracting relevant information from public signs, classified advertisements and written short messages • How to give directions • Writing of short personal messages, postcards and short texts • Formulating of and adequately responding to commonly used requests and demands • Describing stationery used in professional life as well as a company's branches • How to book a hotel room and to notify the hotel staff of possible problems in the hotel room • How to order in a restaurant • How to make or cancel appointments • Understanding and using numbers, amounts, times and price marks • How to go shopping • Speaking about present and past happenings • Practicing of pronunciation • Getting familiar with basic grammar rules and how to use them • Giving a short presentation about yourself and your home country • Grammar: Word order; Why-questions and Yes/No Questions; definite/indefinite and negative articles, nominative, genitive, dative and accusative; pronouns, plurals and locations; modal verbs, possessive pronouns; present perfect, adjective declensions in nominative and accusative
Literature	Will be announced during the lecture

Course Title	A2 German Language
Lehrveranstaltungstitel	A2 German Language

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 3.0
Semester in Curriculum	Elective
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	<p>The teaching aims correspond to the A2 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living.</p> <p>Students learn to understand commonly used expressions, which are related to information about themselves and their environment (e.g. family, shopping, and work). They are able to communicate in daily life situations, which involve the exchange of basic information, and topics they are familiar with. Furthermore, they also acquire the ability to describe their home country, education, their environment and situations related to basic needs. This module focuses on communicative situations of professional life.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • Introducing yourself in a professional context and describing your occupation and tasks • How to ask for information or a person on the phone and how to leave a message • Describing your professional life and talking about office work • How to make appointments for meetings via email or phone in a private and professional context • Exchanging information about work and stressful situations • How to order furniture for the office • How to book a hotel room and express specific needs related to the booking • How to book a table in a restaurant for a business meal • How to invite someone to a business meal and how to react appropriately to someone's invitation • Learning about Do's and Don'ts in business situations and about conversational topics at a business meal; how to small talk • How to thank someone for a favor and how to congratulate someone via e-mail • Talking about public transport and traffic • Talking about preparations for a business trip • How to ask for directions • Formulating of polite requests and wishes • Talking about present and past happenings • Giving a short presentation about yourself, your home country and current affairs; expressing your opinion • Grammar: nouns, personal pronouns and adjectives in all cases; present, present perfect and future; modal verbs; changing prepositions; conditional II, subordinate clauses with "weil, dass, wenn"; text grammar
Literature	Will be announced during the lecture

Course Title	B1 German Language
Lehrveranstaltungstitel	B1 German Language

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 3.0
Semester in Curriculum	Elective
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	<p>The teaching aims correspond to the B1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living.</p> <p>Students learn to understand commonly used expressions, which are related to information about themselves and their environment (e.g. family, shopping, and work). They are able to communicate in daily life situations, which involve the exchange of basic information, and topics they are familiar with. Furthermore, they also acquire the ability to describe their home country, education, their environment and situations related to basic needs. This module focuses on communicative situations of professional life.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • General and detailed understanding of authentic listening exercises and texts • Speaking and writing about familiar topics, personal interests as well as experiences and current affairs • Expressing possibilities, wishes, dreams, opinions, agreements and disagreements in a conversation • Talking about time, waste of time and punctuality • Describing images and graphs • Speaking about occupations and professional skills and abilities • Describing your own occupation in the context of a presentation and naming its advantages and disadvantages • How to make/cancel professional appointments • Talking about the job market and small talking in business meetings • Writing about your occupation in an e-mail • Explaining your own reading habits and your choice of literature • Speaking and writing about various media habits (TV, internet, etc.) • Talking about advertisements and products • Comparing information; asking for details; explaining • Clearly expressing your opinion of other people • Acquiring general knowledge of the international working world; understanding professional profiles • Grammar: Reflexive verbs, prepositional verbs; subordinate clauses and related pronouns, final clauses; subjunctive II, relative clauses with “so...dass” and “statt...zu”; adjective declension, temporal relative clauses
Literature	Will be announced during the lecture

Course Title	B2 German Language
Lehrveranstaltungstitel	B2 German Language

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 3.0
Semester in Curriculum	Elective
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	<p>The teaching aims correspond to the B2 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history, literature and the Austrian way of living.</p> <p>Students are able to communicate about a wide range of topics in a clear and detailed manner, as well as to express a point of view by explaining the advantages and disadvantages of the subject matter. They also possess the ability to understand challenging, longer texts and to extract implicit meanings.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • General and detailed understanding of authentic listening exercises and texts • Exchanging about varieties and variances of German, particularly typically Viennese expressions • Giving presentations about your home country, cultural differences to Austria, your learning styles and strategies as well as intercultural experiences in Austria • Giving oral and written summaries of texts • Speaking and writing about familiar topics, personal interests as well as experiences and happenings • Writing of letters of the editor and reports in a professional context • Writing of cover letters and applications • Writing of detailed letters of complaint • Describing and commenting on images and graphs • Explaining and discussing concepts of culture, stereotypes, prejudices and conventions • Exchanging learning strategies and experiences • Discussing traffic and traffic problems • Sharing experiences related to your holidays, tourism and globalization • Convincing other students of your opinion related to symbols and their culture specific meanings • Giving advice related to happiness, stress and worry • Stating of reasons and consequences • Understanding the meaning and usage of idioms and phrasal verbs • Talking about your professional life, career and income • Grammar revision: prepositional verbs; adjective declension; linking devices with subordinate clauses; indirect speech and passive voice
Literature	Will be announced during the lecture

Course Title	Business English - Negotiations & Presentations
German Course Title	Business English - Negotiations & Presentations

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks/UPW2.0
Semester in Curriculum	Elective*
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment. The continuous performance assessment is based on the grades for the following topic blocks: presentation skills, rhetoric and body language (40%) and their use in the integrated final examination (final presentation: 60%) at the end of the semester.
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • communicate effectively in a variety of business situations in English (functional English) • understand and use business language phrases in English • understand the main ideas in complex texts on concrete and abstract topics • understand specialized discussions in business contexts • converse fluently and spontaneously, so that normal interactions with native speakers are possible without great difficulty in understanding for either party • express themselves clearly and in detail, verbally and in writing, on a wide range of topics; explain their position on a specific issue and list the pros and cons of alternatives • differentiate between formal and informal situations, in both spoken and written contexts, and respond appropriately to the situation • understand the characteristics of different kinds of texts, and use the correct language when producing them; tailor texts to their target audience
Content	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
Literature	Will be announced during the lecture

*Elective: These courses are recommended for students at higher Bachelor's or Master's level.

Course Titel	Business Strategy and Strategic Controlling
Lehrveranstaltungstitel	Business Strategy and Strategic Controlling
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, Group work
Method of Assessment	Final examination, group work
Course Objectives	Upon completion of this course, the students should be able to see the differences between operational and strategic management within a corporation. They should understand the different stages of strategic decisions (corporate, business unit, functional), they should understand the 'stakeholder'-concept and what the players in the near/far environment give to/want from the corporation. The students should show that they have acquired competences to use and apply the most important concepts of strategic analysis.
Content	<p>Business Management – What is it, What business are we in?</p> <ul style="list-style-type: none"> • Analysis – Choice/Options/Implementation - Phases within the Strategy process, • Vision and Mission (Ashridge) • Goals and objectives • Corporate Governance (CSR, Sustainability) • What is the basic goal of strategic management – sustainable competitive advantage – how do we get that? • What are the stakeholders for company – and what are these objectives? • Primary (Employees, Customers, Suppliers, Competition, Shareholders) • Secondary (Banks, Unions, State, Interest groups, Media, ...) • Market-driven vs. resource-based strategy • What is the market providing? • What does the company possess (Resources & Capabilities) • The value chain analysis • How can the company grow? (vertical, horizontal) • What is the Supply-chain (basic) • 'Generic' strategies (Ansoff, Porter) • Organizational Culture, Structure, Control Systems within an organization
Literature	Will be announced during the lecture

*Elective: These courses are recommended for students at higher Bachelor's or Master's level.

Course Titel	Change Management
Lehrveranstaltungstitel	Change Management
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks /Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	The instructor employs the Socratic Method in teaching this class. Rather than simply the traditional lecture, the teacher will be asking questions and providing cases and examples to encourage the student's participation and to facilitate a deeper understanding of the course material. Rather, we will build the discussion on answers given.
Method of Assessment	<p>Each student will be assigned to a group, to present a project before the class. The cases will be handed out early in the session. The project will consist of a written analysis and a 5 to 7-minute presentation, followed by a 5-minute Q&A. The intent is for the students to amplify on materials covered in the course, applying this material to a "real" situation using PowerPoint, and/or other creative and entertaining delivery vehicles. Thoroughness, objectivity and articulation will be the basis for the grade given.</p> <p>The students will be asked to submit short synopsis of significant articles provided through the Moodle site.</p> <p>The final exam will be multiple choice questions short answers and a short case and will be comprehensive. Students will be responsible for learning both the reading, and information provided by class discussions and group case presentations.</p>
Course Objectives	<ul style="list-style-type: none"> • Understand the change process, the dynamic nature of the business environment, and the resultant effects of rapid change on an organization and its stakeholders. • Understand the basic causes of change, and resistances to change, in the business world. • Learn the methods of effectively anticipating, influencing and implementing change in corporate settings with differing corporate cultures. • Understand the role of leadership in effectively managing change.
Content	The rapidly changing technological and global markets present business managers with new opportunities and challenges that require "out of the box" thinking and decisions. With this in mind, we will explore many of the issues organizations face in trying to achieve their strategic objectives and satisfy the needs of their customers, beginning with a discussion of general principles and then addressing more specific strategies and tactics as the semester progresses. Readings will provide much of the framework for the course. Though ESCM students are not required to purchase the two texts, most of the class information and theory will be derived from them. Critical chapters will be available on the Moodle site along with other critical and very current writing in the area of change management.
Literature	Will be announced during the lecture.

*Elective: These courses are recommended for students at higher Bachelor's or Master's level.

Course Title	Communication and Organizational Culture
Lehrveranstaltungstitel	Communication and Organizational Culture
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks /Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lectures, interactive activities, role-plays, case studies
Method of Assessment	Essay; Group Project involving a presentation and report
Course Objectives	<p>After completing this course, students should be able to:</p> <p>Understand the basic elements—assumptions, values, and artifacts—of organizational culture, draws on communication and management research findings, and integrate practical applications. Students will be able to identify and realize organizational culture from different points of view, create cultural interpretations, and ultimately make informed work decisions.</p> <p>5. Explain what organizations are and how communication functions within them</p> <p>6. Apply appropriate communication and organizational culture methods and behaviors in an organizational setting</p> <p>7. Assess communication and organizational culture within an organization to interpret organizational culture and incorporate organizational culture in communication methods</p> <p>8. Recognize and respond constructively to cultural differences in communication.</p>
Content	<p>Explain the meaning of organization and Organizational Communication</p> <p>Explain the meaning of Culture and Organizational Culture (Integration of Artifacts, Values, and Assumptions)</p> <p>Core Characteristics of Organizational Culture</p> <p>Communicating Culture</p> <p>The Structure of Organizational Culture</p> <p>Developing, Managing, and Changing Organizational Culture</p> <p>Culture Formation</p> <p>Cultural Maintenance</p> <p>Cultural Change in Organizations</p> <p>Creating a Vision of the Organization and Its Culture</p> <p>Socializing New Employees to the Culture</p> <p>Leadership and Organizational Culture;</p> <p>Personal, Professional, and Organizational Ethics</p>
Literature	<p>Keyton, J. (2012). Communication and Organizational Culture: A Key to Understanding Work Experiences, (2nd Ed.). New York: Sage. ISBN: 9781412980227</p> <p>More details will be announced at the lecture</p>

*Elective: These courses are recommended for students at higher Bachelor's or Master's level.

Course Title	Cross-Cultural Management
Lehrveranstaltungstitel	Cross-Cultural Management

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Interactive lecture, experiential exercises, role plays, presentation
Method of Assessment	Final report, exam
Course Objectives	<p>The course aims to:</p> <ul style="list-style-type: none"> • provide students with a conceptual, theoretical and practical knowledge of intercultural management concepts and theory • review existing literature and theory in the field of inter- and cross-cultural management • understand the challenges of intercultural management • help participants to understand the theoretical foundation of managing an international workforce in a multinational corporation, its processes, tools and implementation within corporations • discuss the relevance of diversity in multinational corporations and during internationalization processes • provide a basic foundation to enable the student to understand, analyze and make appropriate strategic choices in a multi-cultural workplace and to apply intercultural skills in concrete situations
Content	The concept of culture; Cultural differences and concepts; Culture shock and stress; Cross-cultural management styles, communication, and leadership
Literature	Will be announced during the lecture

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

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture-based, with active student participation (in-class group work)
Method of Assessment	Final exam, short written assignments, in-class group work
Course Objectives	Participants should gain a more sophisticated understanding of the principles of modern journalism in theory and practice.
Content	Course will combine theory (in the form of readings from well-known practitioners) and practice (in the form of prize-winning journalism) to explore and analyse the current state of Anglo-American journalism. Course held in English. Readings are extensive yet accessible in terms of language level. Course suitable for non-journalism majors. Active in-class participation is requested.
Literature	<ul style="list-style-type: none"> • Main textbook TBC • Several recent Pulitzer-winning series; there will be additional select articles, documentaries/films, podcasts etc. to be used as basis for discussion and assignments.

Course Title	Emotional Intelligence in Business
Lehrveranstaltungstitel	Emotional Intelligence in Business

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	2.0 ECTS
Hours	15 semester weeks/Units per Week 1.0
Semester in Curriculum	Elective*
Method of Instruction	Integrated course
Method of Assessment	Immanent performance assessment
Course Objectives	<p>This course introduces students to the foundations of Emotional Intelligence (EQ) and Empathy and how they are generally manifested in the work sphere. It will specify the four core principles of EQ and how they affect decision-making processes and an individual's behaviour toward themselves and colleagues.</p> <p>This module aims to provide students with:</p> <ul style="list-style-type: none"> • An introduction to human emotions • An understanding of how emotions influence how we think, act & feel • The ability to read emotions in both themselves and others • The ability understand how EQ affects our decisions • The ability to both communicate and manage emotions • An opportunity to immerse themselves in a simulated workspace and explore emotions safely
Content	This course will look at the elements of human emotion, how they are expressed, how they are managed and how they influence our work decisions. By Identifying emotions, students will be able to understand power-dynamics, negotiations and body language. It will also give students the opportunity to explore their own level of EQ and empathy in the work sphere during role-plays.
Literature	Will be announced during the lecture

Course Title	Event Management
Lehrveranstaltungstitel	Event Management

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Methode of Instruction	Lecture-based/in-class activities
Methode of Assessment	Assignment #1 – Event Critique Assignment #2 – Event Proposal/Event Plan Midterm Exam Assignment #3 – Event Proposal Presentations Assignment #4 – Sponsorship Package
Course Objectives	Upon successful completion of this course students shall be able to: <ul style="list-style-type: none"> • Collect and interpret research to plan, design, promote, and implement an event • Analyze contracts and liabilities • Produce a budget for a specific event • Perform as a team member with fellow students • Discuss, describe and evaluate different types of events and festivals dominating today's market place. • Differentiate between for profit and not for profit events • Deliver Risk and Feasibility Study for event. • Analyze the economic benefits of special events. • Prepare a strategic plan and event proposal. • Differentiate between fundraising and sponsorship and discuss strategies for the same. • Develop a comprehensive event plan. • Develop a marketing communications strategy that includes public relations and advertising. • Develop an implementation plan for crisis management. • Develop leadership skills.
Content	<p>Event Management is a rapidly developing business practice. This course will enable students to be effective managers in planning and staging special events for Tourism, Cultural, Business and Sporting Events. Special Events are a significant segment of the Tourism Industry, exemplified by the meetings, conventions, exhibitions and incentives business. Cities plan thousands of sporting events and festivals to attract tourists. In addition, there are innumerable private celebrations including weddings, parties, and ceremonies. Students will be able to plan all aspects of special events from concept and design, marketing and promotion, risk management, staging and staffing, operations and logistics, safety and security to monitoring and evaluation of the event.</p> <p>Detailed Course Description</p> <ul style="list-style-type: none"> • Discuss, describe and evaluate different sizes, types, characteristics and complexities of special events. • Develop a systematic approach to planning, developing, and marketing of special events, including festivals, celebrations, exhibitions and special corporate events and events within events. • Provide practical planning and marketing methods and techniques for use by corporate, not-for-profit and event marketing organizations including feasibility and risk assessment. • Differentiate between fundraising and sponsorship and discuss strategies for the same

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

Course Title	Human Resource Management Basics
Lehrveranstaltungstitel	Human Resource Management Basics

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Methode of Instruction	This course differs from the approach taken in many classes in that it the professor uses Harvard Business School teaching method with its creative mix of interactive lectures, multimedia cases, discussions, role-plays and innovative assignments.
Methode of Assessment	Written Exam
Course Objectives	<p>The objective of this course is to provide participants with a deeper understanding of the contemporary human resource management. After completing this course, students should be able to:</p> <ul style="list-style-type: none"> • Explain in detail some of the frameworks that underpin managing people in organizations • Employ these models in analyzing practical problems of human resource management • Describe the implications these models have for managing organizations and employees
Content	<p>The management of human capital in large, established enterprises creates a range of multi-faceted challenges for the general manager. A general manager needs to understand the internal workings of a firm, how to assess and create a strategy, and how to take into account increasing globalization. While these issues are distinct, they are very much intertwined. As a result, this course will provide you with an integrated view of these challenges and show you that successful human resource management in the 21st century requires a combination of insights drawn from economics, sociology, psychology and political economy. The course has two main parts. The course starts with a session in which you will receive a roadmap for this two-day-long journey.</p> <p>The first major part of the course will deal with fundamental issues of strategy, examining issues central to the long- and short-term competitive position of an enterprise. We will develop a set of analytical frameworks that enable you to explain performance differences among firms and that provide a structure for strategic decisions in managing people to enhance firms' future competitive positions.</p> <p>The second part of the course stresses the fact that organizational life is built around a complex interplay of social forces. Networks of cooperation, group conflicts, systems of power and influence, career paths, and reward systems shape how people and organizations manage and are managed. In this part of the course, we will create a framework for analyzing the impact of these social forces on individuals, groups, and the organization. In particular, we study how to motivate and lead those you manage. Moreover, we will study how to develop and implement human resource systems that achieve competitive advantage through the management of people.</p>
Literature	Will be announced during the lecture

Course Title	International Contract Law
Lehrveranstaltungstitel	International Contract Law

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Methode of Instruction	Lecture, case studies and discussion
Methode of Assessment	Project work & case studies
Course Objectives	<ul style="list-style-type: none"> • After this course the students will • be able to negotiate contracts on an international level; • be aware of the similarities and differences of different legal systems; • understand the principle of offer & acceptance; • know how to structure a cross-border contract; • be able to make use of internationally recognized tools, such as the Letter of Credit or the INCOTERMS.
Content	<p>The course provides sound knowledge with regard to</p> <ul style="list-style-type: none"> • the generally recognized principles in International Commercial Law; • differences in negotiation styles among nations; • comparison of the Anglo-Saxon legal-system vs. the continental European legal-system (as most legal systems around the world are either based on one or the other); • the areas where local laws may matter; • the importance of agreeing on a choice of law and the place of jurisdiction; • the universally applicable INCOTERMS; • the so-called "Letters of Credit" which secure the payment of international transactions; • how to structure an international contract.
Literature	Will be announced during the lecture

Course Title	International Financial Management
Lehrveranstaltungstitel	International Financial Management

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	<p>Lectures (including power point slides) covering various topics.</p> <ul style="list-style-type: none"> • Assigned readings and short cases covering lecture topics. • Homework covering important quantitative topics, e.g., • Exchange rate forecasting models
Method of Assessment	<ul style="list-style-type: none"> • Assigned homework (see previous slide) • Short quizzes (multiple choice questions covering lecture material) • One major exam near the end of the course (short essay questions)
Course Objectives	Upon completion of this course, students are able to provide an understanding of issues facing global business firms and global investors to enable effective financial decision-making.
Content	<p>This course will focus on:</p> <p>The financial issues facing global business firms and global investors.</p> <ul style="list-style-type: none"> • We will explore the impact of exchange rates on businesses and investors. • We will examine models, which businesses and investors can use to help in forecasting future moves in exchange rates. • We will examine strategies, which business and investors can use to protect against adverse changes in exchange rates. • We will examine other financial issues resulting from the globalization of financial markets. • Cross border financing and cross border investing
Literature	Will be announced during the lecture

Course Title	International Marketing
Lehrveranstaltungstitel	International Marketing

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	The instructor employs the Socratic Method in teaching this class. Rather than simply using the traditional lecture, students will be asked questions to encourage participation and to facilitate a deeper understanding of the course material. We will build the discussion on answers given. Cases and current readings will also be used to give students significant exposure to personal selling and sales management issues. DVDs and videos will also be used to enhance learning.
Method of Assessment	<p>Each student will be assigned to a group, to present chapter material before the class. The assigned topic will be given on the first day of class. Each case will consist of a 25-minute presentation, followed by a 5-minute Q&A. The intent is for the students to amplify on the chapter content by researching the topic, using handouts, PowerPoint, and/or other creative and entertaining delivery vehicles. Thoroughness, objectivity and articulation will be the basis for the grade given.</p> <p>The Final Exam will have multiple-choice questions. The exam will be comprehensive, covering the entire course. This means good note taking in class is advisable.</p>
Course Objectives	<ul style="list-style-type: none"> • Understand the creation and enhancement of the concept of customer value-driven global marketing, and the resultant effects on an MNC and its customers. • Understand the fundamental concepts of global marketing functions and strategies. • Understand the four Ps of global marketing. • Have an understanding of differing approaches to market channels and logistics across borders. • Understand the impact of new trends in global marketing, including the use of social media, and the importance of ethics.
Content	<p>Effective marketing management is integral to a firm's success and has both art and science at its core. In fact, in the final analysis, sales is the CORE of the final purchase decisions made by customers resulting in business revenues and profits. Without successful sales programs, there will be no business. Unlike accounting, "correct" answers are often difficult to come by in many sales scenarios. Indeed, there can be several correct answers to marketing and sales problems. The challenge, then, is to find the "best" correct answer.</p> <p>As a result of new economic, technical and competitive dynamics, companies are being forced to become more market-oriented and customer-driven. Marketing costs typically make up about 35-50% of the total price of a product, and personal sales is the single most expensive component of the Marketing Mix and has the most direct impact on purchase decisions made by the customer. The role of both marketing in general, and the sales force in particular, are expanding greatly and assuming new and greater responsibility to build and manage customer relationships.</p> <p>The rapidly changing technological and global marketing environment presents marketers with new opportunities and challenges that require "out of the box" thinking and decisions. With this in mind, we will explore many of the issues organizations face in trying to serve customers, beginning with a discussion of</p>

	general principles and then addressing more specific strategies and tactics as the semester progresses.
Literature	Will be announced during the lecture

Course Title	International Sports Marketing
Lehrveranstaltungstitel	International Sports Marketing

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture-based course that uses case studies, group projects, class presentations and textbook reading assignments. The lectures are backed up by power point presentations made available to the students.
Method of Assessment	Major Project (25%); Olympic Presentation (5%); Mid Term Exam (30%); Class Participation (10%); Final Exam (30%)
Course Objectives	<ul style="list-style-type: none"> • Have a general understanding of sport marketing, its industry and participants, and the unique socio-economic culture it operates in. • Identify the challenges that professional sports franchises in general face globally. • Understand the business side of sports and be able to identify the different sources of revenue and expenses. • Have a general knowledge of the elements that go into a successful sports sponsorship program. • Identify how sponsorship effects major international events. • Be conversant on how different sports leagues world-wide, including the NBA, the NHL, and FIFA, market themselves. • Understand the IOC selection process for choosing Olympic Host cities. • Understand the business aspects of organizing an Olympic Games.
Content	This course examines the full breadth of sports marketing and sponsorship, its use in the marketing plans of corporations and its function inside amateur and professional sport internationally. This project-based course will appeal to sports administrators, event organizers, promoters, community relations and marketing personnel who address sports marketing in their occupation.
Literature	The instructor has written several articles and published papers on different international sports marketing topics that will be handed out through-out the term. The course also uses the text book <i>Sport Marketing (fourth edition)</i> published by Human Kinetics.

Course Title	Investment and Finance
Lehrveranstaltungstitel	Investment and Finance

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture (presentation) of contents by lecturer, working on case studies, discussion of work in progress and results
Method of Assessment	Presentation of journal papers (10%), 2 case studies (40%) and final written exam (50%). To pass the lecture, the students have to achieve more than 50% on the final exam and more than 50% in total
Course Objectives	The students should gain comprehensive knowledge of investment and financing in real business life. Especially, the interaction between investment and finance and the influence on budgeting decisions, is a major lessons learned from this lecture. The students know the difference and instruments of static and dynamic investment tools and can apply them by using computer software. They learn how to interpret a Cash Flow and gain knowledge in the trade-offs between debt and equity financing.
Content	<p>Principles of Management</p> <ul style="list-style-type: none"> • Strategic Key Questions of a company and Stakeholder Management • Understanding the key interactions between integrated financial statements (Case on Profit/Loss, Balance Sheet and Cash Flow Statement) <p>Investment Decision Support</p> <ul style="list-style-type: none"> • Static Instruments: cost and profit comparison, profitability and static amortization • Dynamic Instruments: Net Present Value and Dynamic Amortization, Annuities and Internal Rate of Return • Considering taxes and in investment appraisal <p>Financing</p> <ul style="list-style-type: none"> • Introduction to Cash Flow Analysis • Financial Planning (Integrated Planning and Budgeting) • Working Capital Management (Payables, Receivables and Inventory – Ratios) • Capital Structure Analysis (Equity vs. Debt Financing) • Rating models and ratios • Leverage Effect – Debt & Taxes • Leasing (Operate vs. Finance)
Literature	Script and further information materials will be uploaded in the MOODLE course

Course Title	Market Research
Lehrveranstaltungstitel	Market Research

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, workshop and mini-project
Method of Assessment	Participation in the mini-project, test
Course Objectives	<p>The main goals of the course are that students</p> <ul style="list-style-type: none"> • develop an awareness for the role of market research in marketing management • understand market research terminology • acquire a basic understanding of the market research process • are introduced to the most common market research techniques • gain knowledge to critically evaluate the quality of research data
Content	<p>In a fast moving business environment, a strategic approach to marketing is essential. Given that, you can only determine your strategy when you know; your current position market research is an essential prerequisite for strategic marketing management. Market research can be defined as the implementation of quantitative and qualitative research methods, whose aim is to collect market information and analyze it. This information about the market environment, about the competitors and particularly about the consumer constitutes the basis that enables marketers to define and evaluate their strategies.</p> <p>After an introduction to the most common market research theory students will conduct am Mini-Market-Research Project. The objective of the research project is to provide students with some experience in applying the concepts and methods of market research to a real marketing problem. The project will be implemented and a research report will be written (PowerPoint presentation).</p> <p>Topics</p> <ul style="list-style-type: none"> • The Role of Market Research • Quantitative and Qualitative Market Research • The Market Research Process • Research Designs • Sample Size and Determination • Data Preparation and Analysis • Research Reports
Literature	Will be announced during the lecture

Course Title	Marketing Strategies and Decision-Making
Lehrveranstaltungstitel	Marketing Strategies and Decision-Making

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	3.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*/Prerequisite: Introductory marketing
Method of Instruction	Reading, lecture, discussion, case studies.
Method of Assessment	One individual assignment, one group presentation, one written exam
Course Objectives	<p>The objective is to develop the students' understanding of the process of marketing decision-making and strategy development.</p> <p>The course covers real-life applications of concepts learned in marketing. We will use a case study approach, based on team work, to stimulate discussions concerning managerial decision making and to illustrate how strategic marketing programs are planned and executed.</p> <p>After the course, the student should:</p> <ul style="list-style-type: none"> • be able to use different analytical techniques (from SWOT to Game theory) to have the opportunity to identify problems and find solutions. • have ability to apply marketing theory to a wide range of problems. • be able to make strategic decisions based on specific management processes and heuristics. • be able to design, implement, and monitor models to solve complex issues by using functional marketing strategies
Content	<p>Strategic analysis; Competitor analysis, research.</p> <p>Branding, Brand Identity, Brand Communication, Mission Statements</p> <p>Product, Place, Price Promotion and People;</p> <p>Marketing Today; Digital Marketing; Influence of Social Media</p> <p>The Strategic process: Planning, organizing, and monitoring of marketing strategies;</p> <p>Organizational structures; Leadership</p>
Literature	Will be announced during the lecture

Course Title	Online Communication
Lehrveranstaltungstitel	Online Communication

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Interactive lectures with exercises, videos, discussions, examples, group work. Independent study, online-test, blended learning elements, individual assignments.
Method of Assessment	Online-test, active participation, continuous assessment, project works
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Understand the history & the principles of online communication • Recognize the relevance of online communication in the areas of external and internal communication • 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) • Create an online communication strategy, know how to approach operational implementation and evaluate success of an online communication presence or campaign • Get a holistic understanding of online communication.
Content	<p>History of online communication (incl. social media) Online communication principles & online customer journey Critically analyze & discuss how social media changed communication & society Online communication and law Online communication (incl. social media) landscape overview, facts & 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 & monitoring</p>
Literature	Material (including videos, academic and journalistic articles) will be uploaded prior and during the lectures.

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

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Highly interactive, bringing theory and best practice to life through case studies and creative projects. Material: Reading lists, handouts and video clips.
Method of Assessment	One assignment, one presentation, class participation and then final exam (which has to be passed in order to pass the course)
Course Objective	To gain an understanding of the role of effective communication and Public Relations practices in building, enhancing and protecting the value and reputation of any organization.
Content	<ul style="list-style-type: none"> • Communication: Verbal, non-verbal, visual, electronic Media and Society: National and cultural differences, influence of various channels (Student contribution) • Integrated Communications: Defining and creating the 'voice' of a brand or organization. • Public Relations: Defining PR, PR in the Marketing mix, roles in Business, Government, NGOs, Not for profit, Advocacy, Lobbying PR Strategy: Process, Tools (Eg. Proactive initiatives, Press Release, Events) Planning and implementing Crisis Management: Preparation, Protocols, Stakeholder Communication Media Training: Effective Communication, Messaging, Interview techniques, Dealing with the media
Literature	The PR Style Guide, Barbara Diggs-Brown PR Kit for Dummies, Eric Yaverbaum Planning and Managing Public Relations Campaigns, Anne Gregory

Course Title	Real Business Simulation
Lehrveranstaltungstitel	Real Business Simulation

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Group work
Method of Assessment	Assessment by course work
Course Objectives	<p>After a Real Business Seminar, you will be able to</p> <ul style="list-style-type: none"> • understand all levels of your company and take the right management decisions • see the complex responsibilities of the company's success • understand the details of financial- and cost accounting • evaluate finance and investments • understand the needs of working aligned to the chosen strategy • evaluate the benefit of managerial accounting systems • develop your own ratios and take decisions from your information systems • better communicate the need for planning and budgeting • realize the value of your company and how to manage it
Content	<p>Real Business is a management and company simulation that enables an efficient transfer of business knowledge. In an intensive seminar (2-3 days) participants work together in teams and are confronted with the most relevant topics of business administration and business management. Due to the nature of the simulation, the participants develop necessary management instruments themselves and can immediately use them in practice. This method ensures the long-term success of their learning experience. The following topics are covered in the seminar:</p> <ul style="list-style-type: none"> • Accounting and Balance Sheet • Financial Statement Analysis and Corporate Ratios • Cash Management and Treasury • Process Management and Flow of Capital • Finance and Investment Decisions • Cost Accounting • Marketing and Pricing • Strategic Management • Value Management and Shareholder Value • Company Evaluation <p>Real Business is especially suited for international teams. The interaction and the intense teamwork ensure the development of a common understanding of the company. Specifically, Real Business allows for the development of</p> <ul style="list-style-type: none"> • a common culture among the team • an understanding of different cultural backgrounds • a common language and communication style • roles as well as strengths of each participant • respect for different approaches in problem solving • Concept of risk utility function • Practical case study
Literature	none

Course Title	Sales Management
Lehrveranstaltungstitel	Sales Management

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, discussion, cases and current readings
Method of Assessment	Term paper, final exam, group project, presentation, participation
Course Objectives	<ul style="list-style-type: none"> • understand the personal selling process, the dynamic nature of strategic sales management and the resulting effects on an organization and its customers • understand the basic framework of different sales organization types, as well as diverse staffing and sales training strategies • understand the role of leadership in selecting, motivating, evaluating and compensating a sales force • understand the fundamental role of sales planning including forecasting, budgeting and sales territory management • gain exposure to different cultures, values and ethics, and how to factor them into making executive marketing decisions
Content	<p>An analysis of problems and concepts concerned with marketing, the management of sales people and the concept of organizational ethics in a selling environment</p> <p>The course includes a survey of marketing research, product planning, pricing, channels of distribution, promotion and ethical considerations. Further, emphasis is placed on the role and function of sales forces and ethical implications of management in a global economy.</p>
Literature	Will be announced during the lecture

Course Title	Service Marketing
Lehrveranstaltungstitel	Service Marketing

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, Case Study, Video, Lab/Team/Group work
Method of Assessment	Combination of assignments, projects and examination
Course Objectives	<p>Upon successful completion, the student will be able to:</p> <ul style="list-style-type: none"> • Make primary distinctions between product based and service based businesses. • Create marketing objectives that generate predetermined shifts in customer behavior. • Develop a synergistic marketing strategy and put it into action. • Choose appropriate research methods for services • Select appropriate database management and segmentation methods for services. • Formulate the seven “P’s of the extended marketing mix for services • Demonstrate the process of how to communicate and promote services B-2-C and B-to-B. • Describe the four customer value segments and strategy the best pricing strategies. • Select the best way to reach customers through personal selling, advertising, direct mail, internet, etc.
Content	<p>The service sector can be very profitable and is quickly becoming the largest segment of the world’s economy. Yet, the intangible delivery of services can be difficult to manage and market. Even when services organizations get it right, satisfaction levels are quick to slip or be copied by other service providers.</p> <p>This course will provide students with the tools, strategies and approaches for designing and sustaining a successful service centered organization. There is a strong consumer focus in this course and students will develop awareness of a gaps model that differentiates between what organization think consumers want – and what consumers really want.</p>
Literature	Will be announced during the lecture

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

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Methods of instruction to include: Lectures (via PowerPoint) by the professor, class discussions on articles and other literature, viewing/discussion of Twitter feeds, blogs, Facebook and other social media platforms. Possible guest speakers via Skype that are experts in social media usage and platforms.
Method of Assessment	Methods of assessment include in-class writing (ex. Twitter posts, Facebook updates, Blog posts), other writing assignments done at home and returned the following day, a “quiz” on basic social media terminology and a team project.
Course Objective	Social Media in Global Corporate Strategic Communications: <ul style="list-style-type: none"> • Students will be able to examine social media platforms used by corporations to determine if they are using these platforms to positively benefit or negatively impact the strategic communication goals of the company. • Students will be able to create examples of positive and negative uses of social media to handle crisis communications. • Students will be able to understand and explain with certainty the benefits of using social media to reach audiences, control messaging and utilize this platform in the media plan for a strategic PR campaign. • Students will be able to objectively analyze the content of social media platforms and create suggestions for maximizing value.
Content	The content for this course is broken down by topic. There are approximately six different topics covered throughout the two-week course. Each topic includes articles, examples, possible guest speakers and a writing component. It is important for students to get a well-rounded perspective, but also have practice writing for the various platforms of social media.
Literature	The primary source of literature for this course is broken into two categories. First, academic articles on the subjects of social media usage and corporate communications/messaging and branding. There is some burgeoning research in these areas to determine new ways to reach targeted audiences through strategic communication tactics on social media platforms. The second source is journalistic articles on social media usage and corporate communications. Although not classically defined as “literature” the third source of information for this class is social media itself, used on an example basis to demonstrate specific topics and for class assignments.

Course Title	Social Skills
Lehrveranstaltungstitel	Social Skills

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment. The continuous performance assessment is based on the grades for the following topic blocks: presentation skills, rhetoric and body language (40%) and their use in the integrated final examination (final presentation: 60%) at the end of the semester.
Course Objective	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Formulate expectations and objectives • Get to know all other students in the same year group during group exercises • Be familiar with responsible individuals and their function in the degree program • Structure presentations optimally in terms of content • Prepare effective presentations, both visually and in terms of the target group • Employ rhetorical style elements skillfully • Look for and find arguments systematically and based on the topic • Construct targeted arguments and employ them effectively • Engage in discussions in a professional manner • Reflect on their own strengths and weaknesses • Notice and employ basic characteristics of body language • Interact with others in a professional manner and behave appropriately based on the situation • Receive and provide feedback and constructive criticism • Reflect on and develop performance and capabilities • Employ contemporary media in a targeted fashion
Content	<p>Getting acquainted with other students in group exercises</p> <p>Presentation techniques: Preparing, structuring and giving presentations; using supplemental media</p> <p>Evaluation of presentation skills</p> <p>Personal communication: effect on others</p> <p>Body language: conscious use and decoding signals in conversations</p> <p>Rhetoric</p> <p>Argumentation techniques</p> <p>Feedback techniques</p> <p>Reflection on goal-oriented development and suitable application transfer</p>
Literature	Will be announced during the lecture.

Course Title	Strategic Brand Management
Lehrveranstaltungstitel	Strategic Brand Management

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks /Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	PowerPoint slides, case studies
Method of Assessment	<p>Case discussion & brand audit presentation: 40%</p> <p>Written exam: 60%</p> <p>Case studies</p> <p>Cases will be uploaded a week before the discussion. You must print them out, read them and be ready to answer questions during the lecture. It will be a group discussion and a brain storming exercise. You are expected to make thoughtful and constructive contributions.</p> <p>Brand audits</p> <p>As a group you are asked to analyze the key branding strategies and tactics of 3 given brands within one industry. Moreover, you are asked to comment on other groups' presentations, as if you were senior managers or competitors.</p> <p>Workload</p> <p>It is expected that you spend at least five hours per week studying this course. This time should be made up of reading, research, working on exercises and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with other activities.</p>
Course Objectives	<p>Brand management addresses strategic branding decisions faced by an organization on an international level. This course gives insights into how brands are managed, how to establish and identify brand positioning and values, as well as how to plan and implement brand marketing strategies and measure brand performance.</p> <p>The course provides relevant theories, concepts, techniques and models in branding. It combines lectures, group exercises, case discussions as well as insights from guest speakers.</p> <p>Course aims:</p> <ul style="list-style-type: none"> • Provide an understanding of the meanings of brand in alternative ways • Provide the appropriate concepts, theories and techniques related to the important issues in brand management operations • Enhance students' ability to apply creative and critical strategies and tactics involved in developing, positioning, leveraging, managing a brand, and measuring its value • On successful completion of this course, students should be able to: • Assess different viewpoints on brand and to think cogently and critically about these viewpoints. • Analyse specific problems and challenges in brand management, and to devise sound and practical solutions to these problems; • Use resources (e.g., marketing research, research studies, articles, online brand management journals, etc.) in an informed and skilful way as part of the process of developing ideas, plans and solutions;

	<ul style="list-style-type: none"> Effectively communicate branding knowledge in oral and written contexts; Work individually and as an effective member of a team.
Content	<p>I</p> <p>Lecture 1: Introduction to brand management & course</p> <p>Lecture 2: Customer-based brand equity & brand positioning</p> <p>Lecture 3: Brand resonance & brand value chain & discussion case I</p> <p>Lecture 4: Branding strategies & choosing brand elements to build brand equity</p> <p>Lecture 5: Designing marketing programs to build brand equity & discussion Case</p> <p>II</p> <p>Lecture 6: Integrating marketing communications to build brand equity</p> <p>Lecture 7: Guest speaker & global branding strategies</p> <p>Lecture 8: Leveraging secondary brand associations to build brand equity</p> <p>Lecture 9: Guest speaker & measuring brand equity</p> <p>Lecture 10: Brand audit presentations</p> <p>Lecture 11: Brand audit presentations & recap/questions/feedback</p> <p>Lecture 12: Final Exam</p>
Literature	<p>Main literature:</p> <p><i>Kevin Keller</i>, Strategic Brand Management: Building, Measuring, and Managing Brand Equity; Global International Edition, 4/E Pearson Higher Education, 2013</p> <p>Supporting literature:</p> <p><i>Richard Rosenbaum-Elliott</i>, Strategic Brand Management, 2/E Oxford University Press 2011</p> <p><i>Jean-Noel Kapferer</i>, The new strategic Brand Management, 2012</p> <p><i>Tilde Heding</i>, Brand Management – Research, Theory and Practice, 2009</p>

*Elective: These courses are recommended for students at higher Bachelor's or Master's level.

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

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	<p>Methods of teaching and learning are based on adult learning techniques and self-directed learning. Each session explores the concepts and provides the information on the study topic. Exercises and role-plays are used to test international business insights and skills, while case studies and instructional material documenting the experiences of organizations in international business are included. Current issues in international business including readings will be issued in class discussion as they arise during the course. The course is interactive and requires a high level of involvement from students during the class sessions. Students are expected to come to class prepared. It is expected that students will read any material supplied before coming to class. Students required to present during a class session, are expected to be prepared and ready to present their materials to the class at the specified time. Those students not presenting are expected to have reviewed the readings and cases, listen to the presentations, and ask questions appropriately. Students are also expected to participate in all class discussions. Beyond the required reading, students are encouraged to use other resources.</p>
Method of Assessment	Two Assignments and one final written examination
Course Objective	<p>This course is based on the premise that we live in a global age. A very complex, rapidly changing environment, which is difficult to fully grasp the significance for business. However, it is important that business understands the sheer magnitude, diversity and complexity of globalization, which involves almost everyone, everything and every place, each in immeasurable ways. Multi-National Companies (MNCs) through intelligence and skillful management are able to develop markets and negotiate optimum production locations. In turn, the resulting location patterns show up around the world as key areas of industrial development and or industrial excellence.</p> <p>The objective of the course seeks to develop an ability to analyze global processes and flows which impact on business from a strategic perspective. In addition, it aims to provide participants with the knowledge and skills to analyze industries and MNCs business to see how they have evolved in recent years in such a complex and changing global environment and their likely future success.</p> <p>The assessment requires the students to identify a MNC they believe has adapted their business over time to be successful in the current world market. The students are required to review the evolution of the industry in which the MNC is located, trace the development, and evaluate the success of the current strategy of the MNC.</p> <p>Learning outcomes</p> <p>On completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Explain globalization, the drivers and the changing global economy of twenty first century including the Americanization of the international world and growing focus on consumerism. • recognize and explain the major international process and flows which impact on the global environment • identify and understand the role of the key institutional and financial structures governing the global economy

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

*Elective: These courses are recommended for students at higher Bachelor's or Master's level.

Course Title	Tourism Destination: Management, Marketing and Digitalisation
Lehrveranstaltungstitel	Tourism Destination: Management, Marketing and Digitalisation

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	Elective*
Method of Instruction	Integrated course
Method of Assessment	Immanent performance assessment
Course Objective	tba
Content	Destination marketing Foundations of destination management Digital business models and their influence on tourism and destination marketing How to make leadership of a destination work; what is important in the collaboration of all stakeholders?
Literature	Will be announced during the lecture.

Content Production & Digital Media Management Individual Courses in Alphabetical Order

Course Title	Investigative Journalism
Lehrveranstaltungstitel	Investigative Recherche

Degree Program	Content Production & Digital Media Management (JOCOBA)/Bachelor
Credits	2.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	5th semester
Method of Instruction	Seminar with practical projects in teams and graded projects; if applicable involvement of E-Learning (20 %) and blended learning elements
Method of Assessment	Exercises and/or project work
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • explain, compare, and contrast investigative journalism and data-driven journalism • describe and rate research techniques used in investigative journalism • describe, plan, and evaluate investigative research strategies as well as the treatment of sources and information • understand the basic structure and operation of data banks • be familiar with and access the most important data sources • Research issues in data banks • assess data quality • address critical issues in data and source protection; identify problematic aspects of big data
Content	<p>The course focuses on providing insights and practical experience in investigative research. It includes the following aspects:</p> <ul style="list-style-type: none"> • Outlining the evolution and significance of investigative journalism: from muck-raking to investigative journalism and data-driven journalism • The craft of investigative journalism (techniques and unconventional methods) • From story searching to story finding (specific research strategies) • Fundamentals of data bank research (open data) • Big data, Wikileaks, etc. • researching, filtering, and classifying data • Data quality • Sources and data protection
Literature	Will be announced during the lecture

Corporate Communication & Communication Management Individual Courses in Alphabetical Order

Course Title	Advertising
Lehrveranstaltungstitel	Werbung

Degree Program	Corporate Communication (KOMM)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Concept development (60%), Written final examination (40%)
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Name and evaluate the specifics, significance, contribution as well as the design and implementation options of advertising as a communication tool within integrated communication • Provide an overview of the Austrian advertising market, and demonstrate understanding of the structure of various agencies, as well as their responsibilities and specialist expertise • Know the key features of the relationships between clients, agencies and media, as well as understand the related challenges and interdependencies • Simulate an agency pitch by taking on the role of an agency and competing to win an account • Know the basic concepts, objectives and tasks of media planning • Know the major traditional forms of advertising (e.g. print, radio and TV commercials) and their key features, characteristics and potential application • Provide an overview of the trends and latest developments in the use of advertising in digital media • Evaluate the suitability of advertising material in terms of its message, target groups and budget • Make a decision related to potentially successful selection of relevant advertising media • Know the tools of media planning • Know the key steps and processes involved in the development and production of a professional campaign focused on print, radio and TV • Design, draw up a budget for, and evaluate advertising activities
Content	<ul style="list-style-type: none"> • Historical and contemporary “who’s who” of advertising • Customer and agency relations (agency structures and procedures, briefings and creative processes) • Media strategies • Objectives, tasks and processes of media planning (introduction to media and media terminology, qualitative and quantitative selection criteria, factors influencing the design of media plans) • Media studies in Austria (use of media according to target group) • Media purchasing and invoicing • Advertising market research including impact measurement • Methods of measuring advertising efficiency (pre- and post-testing, ad tracking) • Media resonance analysis • Overview, development and future of advertising channels and materials • Advertising prices, impact • Basics of advertising production for TV and radio • Development of advertising concepts, including impact measurement
Literature	Will be announced during the lecture

Course Title	Civil Law
Lehrveranstaltungstitel	Zivilrecht

Degree Program	Corporate Communication (KOMM)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Final examination
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Understand what law is and what makes a legal activity • Differentiate between legal subjects and legal objects • Describe legal capacity and derive consequences from it • Describe and analyze the consequences of terms related to legal persons (origin, nature, types), business and legal capacity, entrepreneurs and consumers (commission, authorization, power of attorney, prerequisites for legally effective proxy, procuration, powers of action) • Evaluate the formation of a contract (how are contracts written? how do you interpret a contract?) • Describe the peculiarities of the concluding a contract • Analyze and assess when General Terms and Conditions apply • Name the general options of contesting contracts (nullity or contestability, legal and immoral behavior, formal rules, errors, threats, cunning, abolition of the business foundation, illicit and circumventive transactions) and evaluate and interpret consequences • Describe problems in the conclusion of a contract and derive the consequences: What to do in the event of problems in fulfilling the contract (impossible or unauthorized performance; default)? When can the purchaser (acquirer) raise warranty claims and what claims are they entitled to? • Damage compensation • Describe the various types of businesses and describe consequences e.g. in terms of taxation • Review the legal aspects of their legal consequences and develop solutions • Be a competent discussion partner for a legal representative (attorney)
Content	<ul style="list-style-type: none"> • Legal subjects, legal objects and legal capacity • Origin, nature, types, legal capacity and liability in torts • Legal persons • Companies / consumers • Differences between the Austrian Commercial Code (UGB) and the General Civil Code (ABGB), entrepreneur concept. • Concept and meaning of a contract, types of legal transactions, conclusion of contract by means of offer and acceptance, types of acceptance, interpretation of declarations of intent, • Use of general terms of business, validity requirements, contract deficiencies and binding intensities, obstacles to contract perfection and processing • Define arguments for damage compensation • Types of businesses, principles of taxation, formalities of foundation, commercial register, liability, representation
Literature	Will be announced during the lecture

Course Title	Communication, Marketing & Sales in European Markets
Lehrveranstaltungstitel	Communication, Marketing & Sales in European Markets

Degree Program	Corporate Communication (KOMM)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	5th semester
Method of Instruction	Integrated course
Method of Assessment	European Union Law (55%), Selected Fields of European Business Law (45%)
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Understand the development of the EU and its institutional structures • Outline the various sources of EU law • Explain the relationship between EU and national law • Understand the enforcement of EU law and • Assess fundamental freedoms and their implications for commerce in the EU. • Understand areas of European regulation that are of relevance to communication, marketing and sales, (e.g. competition law, data protection law) and • Analyze legal problems in case studies from a business perspective and propose legally compliant solutions • Draw conclusions on the effects of data protection law for a company
Content	<ul style="list-style-type: none"> • Origin and institutions of the EU • Sources of EU law • Relationship between EU law and national law • Enforcement of EU law • Fundamental freedoms • Competition law • Basics of data protection law (General Data Protection Regulation) • Legal principles of common trade policy • Provisions of communication regulations • Case studies
Literature	Will be announced during the lecture

Course Title	Research Skills 1
Lehrveranstaltungstitel	Wissenschaftliche Standards 1

Degree Program	Corporate Communication (KOMM)/Bachelor
Credits	3.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Differentiate between scientific and practical knowledge acquisition • Focus on topics relevant to a workable problem/question • Research relevant sources; evaluate, critically discuss and cite according to their quality • Structure and organize scientific work logically • Write in a structured, coherent manner with good style • Work in line with conventions of academic research • Differentiate between qualitative and quantitative research paradigms • Understand relevant research designs, including the foundations of the sampling, collection and evaluation of data
Content	<ul style="list-style-type: none"> • Fundamentals of academic theory including disciplinary classification of the program • Logic of the research cycle • Finding thematic focus, including the formulation of research questions • Research, evaluation and quoting of sources • Citation rules as per FHWien der WKW specifications, including the prevention of plagiarism • Structure and outline • Argumentation and style • Conventions of academic research • Paradigms of empirical social research • Research design and planning
Literature	Will be announced during the lecture

Course Title	Statistics
Lehrveranstaltungstitel	Statistik

Degree Program	Corporate Communication (KOMM)/Bachelor
Credits	3.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Understand and apply basic concepts of probability calculation • Distinguish the properties of descriptive and inferential statistics • Create descriptive statistics • Differentiate between parametric and non-parametric methods • Test difference and correlation hypotheses (correlations, regressions) by means of inferential-statistical methods
Content	<ul style="list-style-type: none"> • Probability • Variable types and scale levels • Random variables and their distribution • Descriptive statistics • Distribution functions and their aspects • Special distributions • Central limits • Population and samples • Estimation methods, testing and decision-making • Regression analysis, correlation analysis
Literature	Will be announced during the lecture

Course Title	Cross-Cultural Management
Lehrveranstaltungstitel	Cross-Cultural Management

Degree Program	Communication Management (KOMM)/Master
Credits	2.0 ECTS
Hours	15 semester weeks/Units per Week 1.0
Semester in Curriculum	3rd semester
Method of Instruction	Lecture, exercises, project work, individual work, group work, case studies.
Method of Assessment	Written final exam
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Identify and label differences and commonalities between cultures • Identify the basics of inter-cultural and international management • Acquire current interdisciplinary academic knowledge from inter-cultural management in a goal-oriented manner • Be able to take into account the challenges in collaboration in international teams • Be able to take into account the challenges in collaboration in international teams
Content	<ul style="list-style-type: none"> • Culture concept and culture models • Competence in the area of cross-cultural management • Learning the challenges in collaborating with multinational teams in companies • Case studies and examining examples from professional practice
Literature	Will be announced during the lecture

Course Title	Strategy (by the Affiliate Network of the Harvard Business School)
Lehrveranstaltungstitel	Strategy (by the Affiliate Network of the Harvard Business School)

Degree Program	Communication Management (KOMM)/Master
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Written final exam
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Explain and identify traditional and modern management concepts, where these can be applied, as well as reflect on the implications of management behavior • Identify general relationships between the business environment and effects on the company • Identify and analyze determinants of competition • Define clusters and their implications for strategic management at the company level
Content	<ul style="list-style-type: none"> • This module focuses on the integrative discussion of the topics of strategy and microeconomics of competitiveness (MoC) from the perspective of professional practice. • To this end, the module offers a broad overview of strategic management, different schools of thought and specific tools, e.g. the five forces or the value-added chain analysis. In addition to traditional management theories, including the principal agent theory and the stakeholder vs. stakeholder value approach, the latest developments in this discipline are also presented, e.g. the blue ocean strategy and relationships between strategy and innovation • The MoC part discusses determinants of competition in particular, both from the business perspective but also – and especially – from a microeconomic perspective. This includes mainly the attractiveness of the business environment, locational circumstances, the role of clusters and their effect on the productivity and competitiveness of businesses • Definition of strategic communication • Tensions in communication between deliberation and control • Tensions in strategic communication between intention and emergence <p>Note: MoC is a course of the Affiliate Network of the Harvard Business School. The module description follows the specifications of the Harvard Business School.</p>
Literature	Will be announced during the lecture

Entrepreneurship – Executive Management Individual Courses in Alphabetical Order

Course Title	Balance Sheet Analysis and Accounting Policy
Lehrveranstaltungstitel	Balance Sheet Analysis and Accounting Policy

Degree Program	Entrepreneurship – Executive Management (UF)/Master
Credits	3.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrative course
Method of Assessment	Written final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Interpret an annual financial statement according to IFRS • Carry out a detailed analysis of the asset, financial and income situation • Recognize accounting margins and implement accounting measures • Estimate the financial opportunities and risks of a business and take business decision based on this • Analyze and describe various special cases in this area
Content	<ul style="list-style-type: none"> • Origins and principles of IAS/IFRS • Accounting of specific issues in the IFRS financial statement • Valuation of assets and debts • Ethical aspects of the annual financial statement • Typical impact of a conversion from UGB to IFRS with case studies • Indicator-specific effects that can arise during the transition from UGB to IFRS and US-GAAP • Automation of processes through automation and digitization
Literature	Will be announced during the lecture

Course Title	Conflict Management and Negotiation for Leaders
Lehrveranstaltungstitel	Conflict Management and Negotiation for Leaders

Degree Program	Entrepreneurship – Executive Management (UF)/Master
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 3.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrative course
Method of Assessment	Continuous assessment / final examination
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Identify conflicts, formulate alternative response strategies, and solve conflicts in a manner suited to the particular situation • Examine personal conflict patterns • Outline the role of managers in conflict situations and test various approaches using case studies • Identify aspects of targeted mediation • Prepare and hold strategic (also intercultural) negotiations
Content	<ul style="list-style-type: none"> • The role of the manager in conflict situations, • Conflict diagnosis, conflict patterns, conflict culture, • Typology of conflicts, • Escalation dynamics, conflict resolution, mediation, negotiations • Intercultural aspects of conflicts and their possible solutions
Literature	Will be announced during the lecture

Course Title	European Business Law and Compliance Management
Lehrveranstaltungstitel	European Business Law and Compliance Management

Degree Program	Entrepreneurship – Executive Management (UF)/Master
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrative course
Method of Assessment	Written final examination
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Understand the contexts of the EU's historic development and its treaties • Describe the common framework of free trade • Explain the key trade freedoms and their corresponding laws • Apply the statutory regulations to practical applications • Justify the importance of statutory regularity in the context of the management of processes • Identify and implement an overview of the effects of EU laws on the management of regularity
Content	<ul style="list-style-type: none"> • History of the single European market • EU citizens, free movement of goods, services, capital and labor • Freedom of establishment, EU law and regularity
Literature	Will be announced during the lecture

Course Title	Innovation and Technology Management
Lehrveranstaltungstitel	Innovation and Technology Management

Degree Program	Entrepreneurship – Executive Management (UF)/Master
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrative course
Method of Assessment	Continuous assessment / final examination
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Assess the significance of innovation in the development of a company • Identify the main types and intensities of business innovation • Understand the factors which can lead to resistance to innovation in companies and recommend concrete measures to promote innovation based on this knowledge • Recognize the importance of innovation management and explain its functions • Identify and explain the characteristics of the phases of innovation processes • Demonstrate knowledge of current developments and trends in customer contact strategies and explain their advantages over traditional approaches • Develop a marketing mindset which includes awareness of these current developments and trends, and incorporate them into specific aspects of the marketing plan • Use knowledge acquired in the module to develop unique selling points of the business and therefore realize growth potential through supporting innovative business ideas with creative customer contact activities. • Formulate a technology strategy and ensure its implementation with appropriate tools
Content	<ul style="list-style-type: none"> • Corporate entrepreneurship, importance of innovation for growth, types and intensities of innovation, innovation triggers, resistance to innovation, implementing innovation plans, the role of the individual in innovation, dynamics of innovation, open innovation, lead user innovation, success factors for innovation, innovation strategies, business model innovation, conditions for innovation, phases of the innovation process, trends in innovation research • Resource based view, dynamic capabilities • Technology strategy (the natural role of technology development in the business) • Technology prediction (identifying possible, relevant technologies for the business, technology scouting) • Technology timetable (fitting of technologies to the business according to market requirements) • Technology project portfolio (projects in development) and technology portfolio (technologies in use) • Technology management tools (patent analysis, portfolio management, roadmapping, S-curve, stage gate process) • Effects of digitization on business models • Effects of automation and Industry 4.0 on the innovation and technology strategy
Literature	Will be announced during the lecture

Course Title	Planning & Performance Management
Lehrveranstaltungstitel	Planning & Performance Management

Degree Program	Entrepreneurship – Executive Management (UF)/Master
Credits	3.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrative course
Method of Assessment	Written final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Use instruments and systems for budgeting and planning in international companies • Develop a concept for strategy management and strategy implementation
Content	<ul style="list-style-type: none"> • Relevance and function of business planning and budgeting • Different phases of business planning from strategy to budget • Influence of internationality on the planning • Modern and alternative approaches to business planning. Various simple investigations • Performance management as an integral component of business controlling processes • Performance management along the supply chain (production, sales...) • Support through digitization of processes
Literature	Will be announced during the lecture

Financial Management & Controlling

Individual Courses in Alphabetical Order

Course Title	Financial Decision Making
Lehrveranstaltungstitel	Financial Decision Making

Degree Program	Finance, Accounting & Taxation (FIRST)/Master
Credits	5.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	100% assessment of course as per syllabus
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • Differentiate management accounting in the broader context of business management and to use this in a targeted manner, • Identify the essential instruments and tools of management accounting and to apply them, particularly in the previously mentioned areas. • Understand management accounting in the entire system of business management, and to recognize its contribution to corporate success, • Sit for the international CMA examination
Content	<p>Financial Statement Analysis Corporate Finance Decision theory and analysis Risk Management (Wrap-up) Investment decisions Business Ethics</p>
Literature	Will be announced during the lecture

Course Title	Microeconomics of Competitiveness
Lehrveranstaltungstitel	Microeconomics of Competitiveness

Degree Program	Finance, Accounting & Taxation (FIRST)/Master
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 3.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	100% assessment of course as per syllabus
Course Objectives	<p>Competent, theoretical understanding of:</p> <ul style="list-style-type: none"> • General competition and strategic concepts (e.g. five competitive forces), • Cluster Theory, • Strategic CSR • Sound knowledge of different strategic tools: • Five competitive forces, • Diamond, • Value chain, • Shared value, • Cluster Management.
Content	<p>NB: This is a course by MOC Affiliate Networks of Harvard Business School. The module description follows the guidelines of Harvard Business School.</p> <p>Microeconomics of Competitiveness: Companies, cluster, economic development. The MOC course deals with the aspects of competitiveness and successful economic development from a microeconomic viewpoint. The productivity of companies, the vitality of clusters and the quality of the business environment are the determinants of regional or overall economic development.</p>
Literature	Will be announced during the lecture

Hospitality and Tourism Management Individual Courses in Alphabetical Order

Course Title	Business English for Tourism Professionals
Lehrveranstaltungstitel	Business English for Tourism Professionals

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	6.0 ECTS
Hours	15 semester weeks/Units per Week 4.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	70% written final examination; 30% immanent performance assessment
Course Objectives	<p>After completing this module, the students are able to:</p> <ul style="list-style-type: none"> • present and analyse figures, developments and market data both orally and in writing using a graph. • create meaningful application documents as well as to present yourself in application situations. • draw up a written report of professional practice. • understand subject-specific content from the media. • understand and use the specialist vocabulary of the tourist profession. • write a tourism-related advertising and/or information text. <ul style="list-style-type: none"> • describe the skills required in the tourism sector. • critically evaluate and discuss their individual competencies. • derive a plan for the systematic development of competencies for a career in the tourism sector.
Content	<p>Topic 1: English for Tourism Professionals (5 ECTS) Human Resource Management, finance, Marketing & Sales (incl. Destination Management), Conferences, Events & Hotel Management, Corporate Governance, Sustainable Tourism</p> <p>Topic 2: Career Coaching (1 ECTS) Career paths in tourism Key competences in tourism Individual competence diagnostics and development</p>
Literature	Will be announced during the lecture

Course Title	Intercultural Competences and Communication
Lehrveranstaltungstitel	Intercultural Competences and Communication

Degree Program	Leadership in Hospitality & Tourism (TM)/Master
Credits	2.0 ECTS
Hours	15 semester weeks/Units per Week 1.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	100% written final examination
Course Objectives	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> • understand intercultural thinking and behavior and take it into consideration in their actions. • identify and name own stereotypes and check their validity in the current life situation. • know and use methods of intercultural skills development • conceive different cultures in companies as valuable resources and use the resulting synergies.
Content	<p>Intercultural thinking and behavior, Culture-based divergent approach/handling of sensitive issues, Cultural diversity in the career field (use of resources, ambiguity tolerance, handling diversity and different courses of action), Dealing with cultures and sub-cultures within a company, Intercultural competence development: new methods and approaches</p>
Literature	Will be announced during the lecture

Course Title	Leadership 2
Lehrveranstaltungstitel	Leadership 2

Degree Program	Leadership in Hospitality & Tourism (TM)/Master
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	60% written examination, 40% tutorials
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • implement interventions in social systems. • further develop their personal and social skills, especially in terms of motivation and leadership discussions. • take account of power politics, generational and gender-specific aspects of leadership behavior. • use and critically consider leadership based on practical cases. • use a systematic approach to staff leadership. • use the acquired experience horizon of networked thinking as a basis for their decision, solution and reflection skills.
Content	<p>Leadership concepts and theories, delineation between leadership and management,</p> <p>Staff management with focus on systematic approach:</p> <p>The development of neuro-biological motivation theories, relationship management, leadership of groups and teams, leadership theories, leadership discussions (discussion techniques, conflict, feedback, criticism), trust in the leadership process, career planning, team development as an organizational aid, application of tourism case studies</p>
Literature	Will be announced during the lecture

Journalism and Media Management

Individual Courses in Alphabetical Order

Course Title	Global Events & Developments: Theory & Practice
Lehrveranstaltungstitel	Global Events & Developments: Theory & Practice
Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	3.0 ECTS
Hours	15 semester weeks/Units per Week 2.2
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Exercises, Written Project work and/or Written Final exam
Course Objectives	<p>After completing this module, the students are able to,</p> <ul style="list-style-type: none"> • name the theoretical and practical foundations of international politics; • discuss and discuss the relationship of the great powers; • discuss and discuss American and European politics in the Middle East and other international trouble spots; • understand and describe the fundamentals of international economic policy; • explain international trade policy, multinational corporations and development models; • reflect the world monetary system and financial crises (e.g. the euro crisis); • translate, present and discuss journalistic exercises on current topics from the areas outlined above.
Content	<ul style="list-style-type: none"> • Theoretical and practical foundations of international politics • The relationship of the major powers • American and European politics in the Middle East and other international trouble spots • Fundamentals of international economic policy • International Trade Policy, Multinationals and Development Models • The world monetary system and financial crises • Journalistic exercises on current topics from the areas outlined above
Literature	Will be announced during the lecture

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

Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	3.0 ECTS
Hours	15 semester weeks/Units per Week 1.5
Semester in Curriculum	3rd semester
Method of Instruction	Workshop, lecture with project work and discussions
Method of Assessment	Project work and/or oral examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • recognize, name and discuss current themes and challenges in Anglo-American journalism, with a focus on online media • describe the development of Anglo-American journalism and discuss its significance in the development of the media in Europe • critically analyze, discuss and evaluate works of Anglo-American journalism • identify similarities and differences between the American and European media systems, and present results using clear, systematic argumentation
Content	<ul style="list-style-type: none"> • Introduction to Anglo-American journalism • Specific social, economic and socio-political features • Developments and trends and their influence in Europe
Literature	Will be announced during the lecture

Course Title	Radio & Audio
Lehrveranstaltungstitel	Radio & Audio

Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	3.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Exercises or project work and/or final exam
Course Objectives	<p>After completing this course, students will be able to</p> <ul style="list-style-type: none"> • give an overview of the Austrian radio landscape; • address radio-journalistic basic values in dual broadcasting; • develop news for the radio; • produce radio-journalistic short news reports for news programs along defined formal and quality criteria; • name approaches for the production of newscasts; • analyze, reflect and discuss basic relationships for the production of radio news or specific news programs / journals; • name key action areas of editorial management; • understand the qualitative requirements of a word room editor; • evaluate and implement interviews; • design diverse radio-journalistic genres; • present moderations in front of the microphone; • acquire practical skills in the self-propelled studio; • outline editorial approaches for establishing a format radio hour.
Content	<p>This practical orientated lecture will take place in the radio studio and focuses on the production of a “drive time” broadcast, which will reach the urban Viennese area via the educational radio station Radio NJOY 91.3. The students will develop their own broadcast together with the lecturer by observing radio-journalistic quality standards, finding creative approaches and sending the programme live On Air. Therefore, the subject specific elements, the editorial organisation within the team, the research and interviewing for the radio-journalistic reports and of course presenting skills are the main topics of this radio lecture. Together with the native Speaker Chris Cummins from the most popular bilingual radio station FM4 (from the Austrian broadcasting association ORF) the students will bring their broadcast to perfection.</p>
Literature	Will be announced during the lecture

Course Title	Special Topic: Media Economics
Lehrveranstaltungstitel	Special Topic: Media Economics

Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	2.0 ECTS
Hours	15 semester weeks/Units per Week 0.5
Semester in Curriculum	5th semester
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment; final exam
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • 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
Content	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).
Literature	Will be announced during the lecture

Course Title	Special Topic: Media Politics
Lehrveranstaltungstitel	Special Topic: Media Politics

Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	2.0 ECTS
Hours	15 semester weeks/Units per Week 0.5
Semester in Curriculum	5th semester
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment; final exam
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • 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
Content	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).
Literature	Will be announced during the lecture

Course Title	Special Topic: Media Systems
Lehrveranstaltungstitel	Special Topic: Media Systems

Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	2.0 ECTS
Hours	15 semester weeks/Units per Week 0.5
Semester in Curriculum	5th semester
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment; final exam
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • 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
Content	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).
Literature	Will be announced during the lecture

Course Title	Entrepreneurial Journalism
Lehrveranstaltungstitel	Entrepreneurial Journalism

Degree Program	Journalism & Media Management (JOUR)/Master
Credits	1.0 ECTS
Hours	15 semester weeks/Units per Week 0.5
Semester in Curriculum	3rd semester
Method of Instruction	Workshop with example cases and discussions, seminar with problem-based learning and eLearning modules
Method of Assessment	Continuous assessment & project
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • achieve business as well as journalistic success in the industry • write and present a business plan • plan the content and business viability of cross-media and multimedia products • appreciate the significance of market and target group analysis, and carry out basic analyses • critically reflect upon comparable media projects which they have worked on in terms of best practice, or analyze and evaluate case studies
Content	<p>An examination of entrepreneurial journalism. In this subcategory of journalism developments such as the commercial rationalization of editorial offices and new technologies (particularly the growing significance of social media) require journalists to think strategically about their own careers in order to stand out and achieve commercial and journalistic success. Establishing themselves as their own brand requires specific knowledge, and the creation of personal business plans is becoming an increasingly important means of acquiring it.</p> <ul style="list-style-type: none"> • Commercial environment • professional self-awareness (covering freelance journalist through to a self-employed entrepreneur)
Literature	Will be announced during the lecture

Course Title	Special Topic: Media Economics
Lehrveranstaltungstitel	Special Topic: Media Economics

Degree Program	Journalism & Media Management (JOUR)/Master
Credits	2.0 ECTS
Hours	15 semester weeks/Units per Week 0.5
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment; final exam
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • 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
Content	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).
Literature	Will be announced during the lecture

Course Title	Special Topic: Media Politics
Lehrveranstaltungstitel	Special Topic: Media Politics

Degree Program	Journalism & Media Management (JOUR)/Master
Credits	2.0 ECTS
Hours	15 semester weeks/Units per Week 0.5
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment; final exam
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • 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
Content	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).
Literature	Will be announced during the lecture

Course Title	Special Topic: Media Systems
Lehrveranstaltungstitel	Special Topic: Media Systems

Degree Program	Journalism & Media Management (JOUR)/Master
Credits	2.0 ECTS
Hours	15 semester weeks/Units per Week 0.5
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment; final exam
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • 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
Content	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).
Literature	Will be announced during the lecture

Marketing & Sales Individual Courses in Alphabetical Order

Course Title	Change Management
Lehrveranstaltungstitel	Change Management

Degree Program	Marketing and Sales (MARS)/Master
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Written final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Know basic reasons for changes • Conduct basic situation analyses • Present the major elements of implementation steps • Prepare a structurally appropriate communication process • Identify and involve the major key players in a change process • Tactfully handle challenges that arise
Content	<ul style="list-style-type: none"> • Types of change in organizations • Situation analyses and perspectives • Planning and implementation • Communicating the process • Leadership in change • Participation criteria • Dealing with challenges
Literature	Will be announced during the lecture

Course Title	Intercultural Skills & Diversity Management
Lehrveranstaltungstitel	Intercultural Skills & Diversity Management

Degree Program	Marketing and Sales (MARS)/Master
Credits	2.0 ECTS
Hours	15 semester weeks/Units per Week 1.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Written final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Evaluate and apply unique aspects of communication and negotiation behavior in an international context • Take into account the challenges of collaboration in international teams • Categorize diversity management strategies in Austrian and international companies
Content	<ul style="list-style-type: none"> • Challenges in collaborating with multinational teams • Basics of diversity management in Austrian and international contexts • Case studies and examining examples from professional practice
Literature	Will be announced during the lecture

Organizational & Human Resources Development Individual Courses in Alphabetical Order

Course Title	Strategy & MOC (Microeconomics of Competitiveness)
Lehrveranstaltungstitel	Strategy & MOC (Microeconomics of Competitiveness)

Degree Program	Organizational & Human Resources Development (PWOE)/Master
Credits	4.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course
Method of Assessment	Continuous partial performance/final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Identify general relationships between the business environment and effects on the company, • Identify and analyze determinants of competition • Define clusters and their implications for strategic management at the company level
Content	<ul style="list-style-type: none"> • The integrative discussion of the topics of strategy and microeconomics of competitiveness (MoC) from the perspective of professional practice. • The determinants of competition, both from the company and a microeconomic perspective (the attractiveness of the business environment, on-site circumstances, the role of clusters and their effect on the productivity and competitiveness of businesses)
Literature	Will be announced during the lecture

Real Estate Management Individual Courses in Alphabetical Order

Bachelor

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

Degree Program	Real Estate (IMMO)/Bachelor
Credits	5.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	3rd semester
Method of Instruction	Integrated course, role plays, group work, discussions, individual assignments
Method of Assessment	Continuous assessment
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • understand and describe detailed property issues couched in complicated language • create a CV in English • cope with property management tasks both orally and in writing • discuss real estate industry organizations • understand a wide range of property-related business correspondence and use it in practice
Content	<ul style="list-style-type: none"> • Work environment (CV, job description, etc.) • Meetings with owners • Real estate industry organizations and associations (CEPI, RICS, etc.)
Literature	Will be announced during the lecture

Course Title	English
Lehrveranstaltungstitel	Englisch

Degree Program	Real Estate Management (IMMO)/Master
Credits	5.0 ECTS
Hours	15 semester weeks/Units per Week 2.0
Semester in Curriculum	3rd semester
Method of Instruction	Group work, discussion, presentations, continuous assessment
Method of Assessment	Written exam
Course Objectives	<p>Upon completion of this course, students are able to</p> <ul style="list-style-type: none"> • outline the political, economic, legal, tax-related and cultural factors to be considered when making decisions on foreign investment projects, and the significance of each factor • describe the general economic situation in a particular country and identify the key economic parameters • explain the progress made at each stage of a construction project (from planning and submissions for planning permission to implementation and handover) and name the most important construction elements, materials, fixtures and fittings, and building site workers • explain the factors that influence a property's value, the methods used to prepare expert assessments and the reasons for choosing a particular approach • explain the function and significance of due diligence reviews and feasibility studies on the basis of an example • prepare a draft contract which specifies the main parameters of a sales contract or rental or loan agreement and serves as the basis for the legal specialist responsible for drawing up the final contract • read and summaries in simple terms the main points of sales contract or rental or loan agreement • understand and explain key finance and accounting expressions (e.g. required capital, return on investment, yield, default risk, provisions, statement of financial position and of profit or loss, foreign currency loan, etc.), and briefly describe the finances of a company and put its position into words on the basis of a curve (e.g. profit in the past five years, price movements, etc.) • identify the main ethical principles governing business life
Content	Contracts, Red Book des Royal institute of chartered surveyors (RICS), contract negotiations, legal forms of company organization
Literature	Will be announced during the lecture