

Course Guide

Courses offered in English

Summer Semester 2021

(February – July 2021)

FHWien der WKW
University of Applied Sciences for
Management & Communication

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Overview of courses offered in English

Summer Semester 2021 (8 Feb. – 15 July 2021)

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I. Information about the Course Guide

CORONAVIRUS COVID-19 CURRENT INFORMATION:

CLASSES ARE EXPECTED TO BE A COMBINATION OF LESSONS TAKING PLACE AT THE UNIVERSITY AND DISTANCE LEARNING. MORE DETAILED INFORMATION WILL FOLLOW AT THE BEGINNING OF THE SEMESTER.

In this Course Guide you will find a selection of courses taught in English in summer semester 2021 from our nine Bachelor's and eight Master's programs. Detailed information on the course contents is also included.

How to select your courses?

There are two possible ways to choose your semester courses: you can either choose one of our **International Semester Programs (ISP)** or you can **compose your own study plan** from a variety of different specializations. Please note that choosing an International Semester Program has a number of advantages.

International Semester Programs (ISP)

This is the easiest and most comfortable way to choose your courses and brings many advantages.

No course overlap: we can guarantee that you will have no overlaps in your schedule.

Preferential registration: students who select an ISP will be ranked first, above others who have only selected individual courses.

ISPs are taught entirely in English.

Students enjoy maximum flexibility when selecting an ISP: you select one ISP and can still combine it with individual courses.

All International Semester Programs are listed in chapter II. A detailed description of the courses can be found in Chapter IV.

Compose your own study plan

If you decide to compose your own study plan, you can choose and combine individual courses from different departments. Please note that in this case there may be time overlaps, which we will discuss with you during the Orientation Week. All selectable courses for your study plan are listed in chapter III. In chapter IV you will find a detailed description of those courses.

Please note that courses from the Journalism and Content Production programs may only be taken if you are majoring in a similar program at your home university!

Course allocation

As only a limited number of places are available for each course, the spots will be assigned on a "first come first served" basis. Please note: students who have selected an ISP are given preferential treatment and their course selection will be processed first.

How to use this Guide

Chapter II describes all International Semester Programs (ISP); chapter III provides an overview of all individual courses. Detailed course descriptions (of all courses listed in chapters II and III) can be found in chapter IV. Within a department, you will find the Bachelor's courses (highlighted in light blue) grouped together and the Master's courses (highlighted in purple) grouped together. To book Master's courses you need to study at Master's level 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.

II. International Semester Programs

We offer 7 International Semester Programs (ISP 1 to 7). These programs are the most comfortable way for your course selection, since the courses are optimally coordinated and do not overlap. Please select one of the programs below. If you select an ISP of less than 30 ECTS credits you can combine it with individual courses from this Course Guide, to reach e.g. 30 ECTS credits.

Courses of the packages may also be booked individually. See chapter IV for detailed course descriptions.

II.I. CIEM – International Semester Programs

International Business 1 (ISP 1)

Title: ISP 1	
Business Strategy and Strategic Controlling	5 ECTS
Change Management	5 ECTS
Cross Cultural Management	4 ECTS
Business Ethics	4 ECTS
International Business	5 ECTS
Innovation Management	4 ECTS
Modern Business Concepts	3 ECTS
total	30 ECTS

International Business 2 (ISP 2)

Title: ISP 2	
Business Strategy and Strategic Controlling	5 ECTS
Change Management	5 ECTS
Cross Cultural Management	4 ECTS
International Business	5 ECTS
Innovation Management	4 ECTS
Modern Business Concepts	3 ECTS
total	26 ECTS

International Business 3 (ISP 3)

Title: ISP 3	
Business Strategy and Strategic Controlling	5 ECTS
Cross Cultural Management	4 ECTS
Business Ethics	4 ECTS
International Business	5 ECTS
Innovation Management	4 ECTS
Modern Business Concepts	3 ECTS
total	25 ECTS

II.II. Communication Management / Marketing & Sales Management (COM, MARS)

Communication Management/Marketing & Sales Management 1 (ISP 4)

This International Semester Program includes a so-called "elective". This means that you have the opportunity to choose one of a total of 5 different courses as „elective“. Depending on which course you choose, you then enter the additional abbreviation in the course selection.

Title: ISP 4a/b/c/d/e	
International Marketing	6 ECTS
Elective (choose one of the following):	12 ECTS
• Influencer Marketing (ISP4a)	
• Event Management (ISP4b)	
• Communication, Marketing & Sales in European Markets (ISP4c)	
• Mobile Marketing (ISP4d)	
• Open Business (ISP4e)	
total	18 ECTS

Example:

- You decide on "Event Management" as elective: then choose the International Semester Program **ISP4b**
- This means you will take the following courses: "International Marketing" (6 ECTS) and "Event Management" (12 ECTS)

Communication Management/Marketing & Sales Management 2 (ISP 5)

This International Semester Program includes a so-called "elective". This means that you have the opportunity to choose one of a total of 5 different courses as „elective“. Depending on which course you choose, you then enter the additional abbreviation in the course selection.

Title: ISP 5a/b/c/d/e	
International Marketing	6 ECTS
Specific Communication Topic	3 ECTS
Business English 2	3 ECTS
Elective (choose one of the following):	12 ECTS
• Influencer Marketing (ISP5a)	
• Event Management (ISP5b)	
• Communication, Marketing & Sales in European Markets (ISP5c)	
• Mobile Marketing (ISP5d)	
• Open Business (ISP5e)	
total	24 ECTS

Example:

- You decide on "Event Management" as elective: then choose the International Semester Program **ISP5b**
- This means you will take the following courses: "International Marketing" (6 ECTS), "Specific Communication Topic" (3 ECTS), "Business English 2" (3 ECTS) and "Event Management" (12 ECTS)

Communication Management/Marketing & Sales Management 3 (ISP 6)

This International Semester Program includes a so-called "elective". This means that you have the opportunity to choose one of a total of 5 different courses as „elective“. Depending on which course you choose, you then enter the additional abbreviation in the course selection.

Title: ISP6 a/b/c/d/e	
Specific Communication Topic	3 ECTS
Business English 2	3 ECTS
Elective (choose one of the following):	12 ECTS
• Influencer Marketing (ISP6a)	
• Event Management (ISP6b)	
• Communication, Marketing & Sales in European Markets (ISP6c)	
• Mobile Marketing (ISP6d)	
• Open Business (ISP6e)	
total	18 ECTS

Example:

- You decide on "Event Management" as elective: Then choose the International Semester Program **ISP6b**
- This means you will take the following courses: "Specific Communication Topic" (3 ECTS), "Business English 2" (3 ECTS) and "Event Management" (12 ECTS)

Communication Management/Marketing & Sales Management 4 (ISP 7)

This International Semester Program includes a so-called "elective". This means that you have the opportunity to choose one of a total of 5 different courses as „elective“. Depending on which course you choose, you then enter the additional abbreviation in the course selection.

Title: ISP 7a/b/c/d/e	
International Marketing	6 ECTS
Specific Communication Topic	3 ECTS
Elective (choose one of the following):	12 ECTS
• Influencer Marketing (ISP7a)	
• Event Management (ISP7b)	
• Communication, Marketing & Sales in European Markets (ISP7c)	
• Mobile Marketing (ISP7d)	
• Open Business (ISP7e)	
total	21 ECTS

Example:

- You decide on "Event Management" as elective: then choose the International Semester Program **ISP7b**
- This means you will take the following courses: "International Marketing" (6 ECTS), "Specific Communication Topic" (3 ECTS) and "Event Management" (12 ECTS)

III. Individual Courses - Overview by Department

Bold printed courses are also part of an International Semester Program.

III.I. CIEM

Austrian Culture & more	1 ECTS
A1 German Language	4 ECTS
A2 German Language	4 ECTS
B1 German Language	4 ECTS
B2 German Language	4 ECTS
Business English - Negotiations & Presentations	5 ECTS
Business Ethics	4 ECTS
Business Planning	3 ECTS
Business Strategy and Strategic Controlling (completely online)	5 ECTS
Change Management (completely online)	5 ECTS
Cross-Cultural Management	4 ECTS
Customer Relationship Management (completely online)	4 ECTS
Elements of Journalism (completely online)	4 ECTS
E- Marketing (completely online)	3 ECTS
Emotional Intelligence in Business (completely online)	2 ECTS
Human Resource Management	4 ECTS
Innovation Management (completely online)	4 ECTS
International Business (completely online)	5 ECTS
Media Ethics	5 ECTS
Media Strategy and Planning (completely online)	5 ECTS
Modern Business Concepts	3 ECTS
Online Communication	4 ECTS
Projektmanagement	4 ECTS
Public Relations, Crisis Management and Media Training (completely online)	4 ECTS
Real Business Simulation	4 ECTS
Social Media Marketing: From Strategy to Execution	4 ECTS
Social Skills	4 ECTS

III.II. Communication Management / Marketing & Sales Management (COM, MARS)

Bachelor	
ELECTIVES	
Influencer Marketing	12 ECTS
Event Management	12 ECTS
Communication, Marketing & Sales in European Markets	12 ECTS
Mobile Marketing	12 ECTS
Open Business	12 ECTS
Specific Communication Topic	3 ECTS
Business English 2	3 ECTS
Research Skills 2	3 ECTS
Qualitative Methods	3 ECTS
International Marketing	6 ECTS
Public Relations	6 ECTS
Online Communication	6 ECTS
Marketing	6 ECTS
Business Communication 1	6 ECTS
Microeconomics	3 ECTS
Macroeconomics	3 ECTS
Master	
Brand Management & Development	1 ECTS
Strategic Marketing & Performance	3 ECTS
Integrated Marketing Communication (IMC)	2 ECTS

III.III. Digital Business (DiB)

Bachelor	
Project Work: IS Design and Implementation	6 ECTS
Special Topics: IT Security and Compliance	6 ECTS
Special Topics: New World of Work	6 ECTS
Accounting	6 ECTS
Communication and Analytical Thinking 4	6 ECTS

III.IV. Financial Management (FIM)

Bachelor	
Principles of Corporate Finance (this course only takes place with a minimum of 8 people)	3 ECTS
Financing (this course only takes place with a minimum of 8 people)	3 ECTS
Capital Markets (this course only takes place with a minimum of 8 people)	3 ECTS

III.V. Human Resources & Organization (HRO)

Bachelor	
Presenting & Communicating Business Topics	2 ECTS
Business English for HRM Professionals	2 ECTS
Master	
Strategy and Business Ethics	6 ECTS
Modern Workplace Learning/Digital Learning	2 ECTS

III.VI. Journalism & Media Management (JOUR)

Bachelor	
Business English	3 ECTS
Issues & Trends in Anglo American Journalism	3 ECTS
Lobbying and Political Communication	2 ECTS
Special Topic Media System	2 ECTS
Special Topic Media Politics	2 ECTS

III.VII. Management & Entrepreneurship (MGMT)

Bachelor	
Purchase, production and logistics	2 ECTS
Marketing	4 ECTS
Fundamentals of VWL (Economics)	6 ECTS
Fundamentals of Corporate Finance	3 ECTS
Financing and business valuation	3 ECTS
Master	
Strategy, Business Ethics and Sustainability	6 ECTS
Basics of International Accounting	3 ECTS
Value-Based Management and Risk Management	3 ECTS
Multinational Finance and Cash Management	6 ECTS
Mergers & Acquisitions	6 ECTS
Microeconomics of Competitiveness	6 ECTS
Turnaround Management and Crisis Communication	6 ECTS

III.VIII. Real Estate Management (REM)

Bachelor	
Business English 2	5 ECTS
English for Real Estate Professionals 2	5 ECTS
Master	
Management	6 ECTS

III.IX. Tourism & Hospitality Management (TM)

Bachelor	
Business and Academic English	6 ECTS
English for the Global Workplace	4 ECTS
Presenting 2	1 ECTS
Sales and Negotiation Techniques	1 ECTS
Master	
International Destination Studies 1	4 ECTS
Innovation in Tourism	1 ECTS
Technology in Tourism	1 ECTS

IV. Course Descriptions (Individual Courses & International Semester Programs)

IV.I. Center for International Education and Mobility (CIEM)

Course Title	Austrian Culture & more
German Course Title	Austrian Culture & more

Compulsory Course!

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	1 ECTS
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> <p>For this course you will receive a pass/fail, but not a letter (A-F) or standard grade (1-5).</p>

Course Title	A1 German Language
German Course Title	A1 German Language
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	Students are able to communicate in a simple manner as long as their conversational partners speak clearly and slowly, and are willing to help. The teaching aims correspond to the A1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture and the Austrian way of living.
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the course:</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 <p>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</p>

Course Title	A2 German Language
German Course Title	A2 German Language
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
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 course focuses on communicative situations of professional life.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the course:</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 <p>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</p>

Course Title	B1 German Language
German Course Title	B1 German Language
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
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 course focuses on communicative situations of professional life.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the course:</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 <p>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</p>

Course Title	B2 German Language
German Course Title	B2 German Language
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
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 course:</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

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 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
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 course, 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 <p>understand the characteristics of different kinds of texts, and use the correct language when producing them; tailor texts to their target audience</p>
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

Course Title	Business Ethics
German Course Title	Business Ethics
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Lecture, case studies, and discussion
Method of Assessment	Case studies
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • understand ethical issues faced by small and large businesses; • address the relation between marketing and ethics; • identify how businesspeople can handle ethical dilemmas; • identify conflicts of interest and manage a balanced approach to the diverse interests of the different stakeholders (company, investors, employees, board members, suppliers...); • apply methods of organizational behavior and responsible business management; • establish a company's ethical culture; • implement ethical conduct in the workplace; • determine the relationship between ethics and profits; • understand compensation schemes
Content	<p>The course provides sound knowledge with regard to a business oriented approach to Business Ethics, its relation to Corporate Governance, its applicability and its limits.</p> <p>It will also show the dos and don'ts of management from an ethical and corporate governance point of view.</p>

Course Title	Business Planning
German Course Title	Business Planning
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	3 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Lecture, Group work
Method of Assessment	Partial performance and/or final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • describe Business Planning Concepts, goals, tools and influence factors • describe the structure of a strategic Business Plan • understand and use risk analysis and scenario analysis • generate a strategic Business Plan • use E-Learning tools for the development of new products and concepts
Content	Business planning: concepts, goals, tools, influence factors, Managerial Accounting and Business Planning, Risk Management.

Course Title	Business Strategy and Strategic Controlling
German Course Title	Business Strategy and Strategic Controlling
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Lecture, Group work
Method of Assessment	Final examination, group work
Course Objectives	<p>Upon completion of this course, the students should be able</p> <ul style="list-style-type: none"> • 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

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

Course Title	Cross-Cultural Management
German Course Title	Cross-Cultural Management
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
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	<p>The concept of culture</p> <p>Cultural differences and concepts</p> <p>Culture shock and stress</p> <p>Cross-cultural management styles, communication, and leadership</p>

Course Title	Customer Relationship Management
German Course Title	Customer Relationship Management
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Lecture, homework, presentation, case studies, interactive work in groups
Method of Assessment	Ongoing assignments and final exam
Course Objectives	<p>The course aims to:</p> <ul style="list-style-type: none"> gain a basic understanding of the theory of Customer Relationship Management and to be able to define a CRM strategy for real-life case studies.
Content	<p>Theory of CRM History and development of CRM Customer value Customer profiling Phases of CRM Customer Engagement Cycle Customer Behavior Emotional Intelligence Best in-class examples Development of CRM strategy based on real-life case studies</p>

Course Title	Elements of Journalism
German Course Title	Elements of Journalism
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
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.

Course Title	E-Marketing
German Course Title	E-Marketing
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	3 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Lectures, class discussions and interactive exercises; possible guest speakers via Skype that are experts in eMarketing
Method of Assessment	In-class assignments (marketing math calculations and creative writing/design pieces) related to the topics of the course such as SEO, Web Analytics, and Social Media Planning
Course Objectives	<p>Upon completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • identify, reach, and meet the needs of customers online • identify leading methodologies for testing and promoting Internet-based marketing activities • select the best KPI's to measure online marketing activities and the means to support marketing objectives through conversion models and web analytics • identify possible technical issues that could be impeding a website's organic ranking • determine ways to improve an advertisement's position • analyze the results of an email campaign to determine its effectiveness • describe and design parts of a social media campaign plan • determine worthwhile actions to manage a company's online reputation
Content	<p>Content of the subject will include:</p> <p>Web analytics</p> <p>Search engine optimization</p> <p>Paid search marketing</p> <p>Online advertising</p> <p>E-mail marketing</p> <p>Social media marketing</p> <p>Online reputation management</p>

Course Title	Emotional Intelligence in Business
German Course Title	Emotional Intelligence in Business
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	2 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
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> <ul style="list-style-type: none"> • This course aims to provide students with: • 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	<p>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.</p>

Course Title	Human Resource Management
German Course Title	Human Resource Management
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	This course differs from the approach taken in many classes since the Professor uses Harvard Business School teaching method with its creative mix of interactive lectures, multimedia cases, discussions, role-plays and innovative assignments.
Method 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>

Course Title	Innovation Management
German Course Title	Innovation Management
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Lecture, Group work, Self Experience, Practical examples
Method of Assessment	Group project/participation and written exam
Course Objectives	<p>Upon completion of this course, students are able to</p> <ul style="list-style-type: none"> • Understand what innovation is about • Know the triggers how to stimulate ideas and avoidable pitfalls • Apply tools and methods to encourage the innovation process • Develop concepts based on generated ideas
Content	This course will teach you innovation theory and provides insight into tools and methods. A strong practical focus (by self learning and excursions to top corporations) is set.

Course Title	International Business
German Course Title	International Business
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Interactive course; high level of involvement and preparation required Adult learning techniques and self-directed learning; exercises and role plays; case studies and instructional material; class discussion
Method of Assessment	Two Assignments and one final written examination
Course Objectives	<p>This course is based on the premise that as national economies are merging into an interdependent, integrated global economic system, there are enormous opportunities for companies and individuals to identify opportunities and niche markets to develop small businesses in foreign countries.</p> <p>The objective of the course seeks to develop an ability to analyze international business opportunities from a strategic perspective. In addition, it aims to provide participants with the knowledge and skills to manage business in a complex and foreign environment, and provides an overview of the international economic and cultural frameworks within which international businesses have to operate.</p> <p>Upon completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • explain globalization, the drivers and the changing global economy of the 21st century, including the position of Austria in the international business context • recognize and explain the major international institutional and financial influences on international business operations and management • recognize, explain and predict the impact of cultural and environmental influences on the management of international enterprises and foreign operations • describe international planning and controlling practices, and apply alternative market entry options and strategies (including alliances) • identify and explain the main characteristics of the operations, marketing, finance, accounting and tax management and human resource functions of organizations in an international context • research, evaluate and select a country to prepare a profile for potential market entry • analyze and synthesize national and international environmental data to develop recommendations and strategy for a company or an individual market entry.
Content	International Business and Globalization; World Trade and Investment Theory and Practice; International Financial Systems and Environment; Economic Environment; Political and Legal Environment; Culture Environment; Strategy for International Business; Entry Strategies and Strategic Alliances for Foreign Markets; Organization Design and Control; International Human Resource Management; International Marketing and Production/Operations and Logistics; International Financial Management, Accounting and Taxation.

Course Title	Media Ethics
German Course Title	Media Ethics
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Lecture, group work, discussion
Method of Assessment	Case study
Course Objectives	Being able to diagnose, judge and (ideally) solve moral problems associated with the production, distribution and reception of mass media content by using ethically reflected arguments
Content	Basic terms of ethics and applied ethics (e.g. happiness, freedom, justice, good, dignity; responsibility; deductivism, contextualism, coherentism; principlism,...); ethical concepts (Aristotelian virtue ethics, categorical imperative by Kant, utilitarianism, contractarianism/contractualism, discourse ethics,...); media ethics (ethics of media production: news & opinion, entertainment, promotion,...); ethics of media reception: responsibility from the perspective of individual ethics/social ethics; internet ethics, ...); business ethics; ethics of technology.

Course Title	Media Strategy & Planning
German Course Title	Media Strategy & Planning
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Lecture, In-class activities, Group work
Method of Assessment	On-going assignments; Final Exam in form of a presentation
Course Objectives	To provide students with a solid understanding of the media business with particular focus on strategic media planning and integrated marketing communications. The course offers both lecture and a hands-on, practical approach to media plan development.
Content	<p>Media Business Overview & Terminology: Relationships & Media agency role, Media terminology, Media math (metric formulas), Advertising in media</p> <p>Understanding the Planning Process: Media channels, Audiences/Targeting, Media measurement, Media types, Strengths & weaknesses, Advertising formats</p> <p>Theory, Strategies & Client Brief: Briefing to execution, Planning tools and services, Media strategies by business situation, Media strategies by task, Local market media strategies, Strategic reach & frequency, Strategic planning, Creative media planning, Real world barriers to media strategy</p> <p>Market Analysis</p> <p>Target Analysis</p> <p>Strategy & Channel Selection</p> <p>Setting Goals / Planning</p>

Course Title	Modern Business Concepts
German Course Title	Modern Business Concepts
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	3 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Lecture, Group work
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"> • understand Design Thinking Concept, • explain and use Innovation Process Model, • understand and describe the use of Design Thinking Processes in different contexts in the modern global economy, • explain roles and use of Design Thinking Methods for Start-Ups and large companies, • apply Design Thinking Methods, • 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, Design Thinking for Start-Ups

Course Title	Online Communication
German Course Title	Online Communication
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
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)</p> <p>Online communication principles & online customer journey</p> <p>Critically analyze & discuss how social media changed communication & society</p> <p>Online communication and law</p> <p>Online communication (incl. social media) landscape overview, facts & figures</p> <p>Analyze strengths, weaknesses and possibilities of various online communication tools and social media platforms</p> <p>Creation, integration and management of online communication</p> <p>Strategy, tools, advertising, measuring & monitoring</p>

Course Title	Project Management
German Course Title	Projektmanagement
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Interactive lectures with practice projects and class participation.
Method of Assessment	We make learning enjoyable: group exercises, working on specific case studies, role plays, feedback and reflection, plenum discussions or exchange of experiences help to understand and prepare for the application of newly learned skills. Linking all our training to practical application is a key element of our training designs
Course Objectives	<p>Planning and Starting Projects:</p> <ul style="list-style-type: none"> • to use current media in a targeted way and to demonstrate a sensitisation for their application. • to professionally arrange and hold a presentation. • to identify and value personal sales as a marketing tool. • Understand the sales process for a successful sales talk and be able to handle the techniques. • To consciously use sales techniques in practice. • to recognize and understand one's own behaviour and that of the customers and to apply this knowledge. • to recognize known negotiation methods and to evaluate one's own negotiation style or to derive advantages and disadvantages from it. <p>Controlling and Closing Project:</p> <ul style="list-style-type: none"> • A lot can happen from the time a project is launched to the time it is successfully completed and closed down: the project can deviate from its plan, new requirements may surface and inter-personal team issues may impact the project's progress, to name just a few potential obstacles. In this training you will learn how to maintain an overview of your project, how to manage it pro-actively and how to bring it to a successful conclusion. <p>Project Leadership:</p> <ul style="list-style-type: none"> • One of the most important tasks of the successful project manager is to motivate project team members and to fully engage them in the shared goals of the project. In this training you will learn how to develop strong leadership for yourself and your team - even in the absence of formal or hierarchical authority.
Content	<p>Planning and Starting Projects:</p> <ul style="list-style-type: none"> • Project management as an approach to successfully running a project • Defining a project and creating a clear project assignment • Designing project start processes • Setting up and conducting a project kick-off workshop and a project sponsor meeting • Analysing the project's context: project boundaries and project context analysis • Planning the scope of a project: project deliverables plan and work breakdown structure • Setting up timelines: project milestone plan and Gantt chart • Developing resource and cost plans • Establishing an organisational and communication structure • Defining work packages and allocating tasks

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- Overview: identifying and managing risks
 - Documenting projects

Controlling and Closing Project:

- Setting up project controlling processes
- Managing scope, schedule, resources and cost: determining their status and implementing measures to keep on track
- Managing the human aspect of a project (project organisation, and project environment)
- Conducting project controlling workshops
- Compiling a project progress report
- Conducting a project sponsor meeting
- Designing processes for change requests
- Overview: managing project risks
- Designing and implementing a project close-down process
- Conducting a project close-down workshop
- Documenting lessons learned from the project
- Compiling a project close-down report

Project Leadership

- Experiencing and reflecting on leadership
 - Understanding your own, and team members' behaviour better
 - Introduction to leadership and communication models for the effective management of teams
 - Discussion of, and reflection on, challenging leadership situations applicable to projects
 - Understanding team dynamics and supporting team development
 - Motivating the team without the use of incentives (e.g. promotions and/or raises)
 - Dealing with difficult team members
 - Constructively dealing with conflict: how to consciously escalate and de-escalate conflicts
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Course Title	Public Relations, Crisis Management and Media Training
German Course Title	Public Relations, Crisis Management and Media Training
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
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 Objectives	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

Course Title	Real Business Simulation
German Course Title	Real Business Simulation
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
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

Course Title	Social Media Marketing: From Strategy to Execution
German Course Title	Social Media Marketing: From Strategy to Execution
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
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 Objectives	<p>Social Media in Global Corporate Strategic Communications:</p> <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.

Course Title	Social Skills
German Course Title	Social Skills
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
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 course, 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>

IV.II. Communication Management / Marketing & Sales Management

Bachelor

Course Title	Influencer Marketing
German Course Title	Influencer Marketing
Degree Program	Corporate Communication & Communication Management/Bachelor
Credits	12 ECTS
Included courses (all must be taken)	Part 1 (Social Media Marketing & Controlling, Visual Communication and Influencer Identification), Part 2 (Visual Storytelling & Branding, Campaign Planning, Influencer Tie-In & Performance Measurement)
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment of all courses
Course Objectives	<p>Part 1</p> <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Apply basic communication theories and models relating to the application, use and relevance of new media for interpersonal and organizational communication • Know and compare the key social media platforms and tools • Situate social media in marketing and company communication • Apply social media as a market research tool • Understand the basic legal aspects of social media marketing/communication • Apply analysis methods and tools in social media controlling • Understand the theories, methods and applied models of visual communication • Understand and compare various forms of visual communication • Research, select, analyze and document visual materials • Understand and apply legal aspects of visual communication tools • Identify and select influencers • Understand methods for acquiring influencers for the company/brand <p>Part 2</p> <p>After completing this course, students will be able to</p> <ul style="list-style-type: none"> • Identify relevant target groups • Develop strategies and ideas in social media marketing • Know and apply visual storytelling • Know and compare content marketing on the individual platforms / apps • Compare social media tools in different industries • Apply visual branding & images in corporate communications • Develop an influencer marketing concept • Build long-term influencer relationships • Select and measure key figures appropriately, based on actions to be taken • Measure, compare and apply success measurement and tools of influencer marketing campaigns

Content	<p>Part 1</p> <p>Social media, communication theories and models</p> <p>Forms of social media</p> <p>Social media in marketing and company communication</p> <p>Social media landscape and communication laws/seeding</p> <p>Social media as a market research tool</p> <p>Basic legal aspects of social media marketing/communication</p> <p>Analysis methods and tools in social media controlling</p> <p>Theories, methods and applied models of visual communication</p> <p>Photo/print – video/motion graphics – (info)graphics – social media images</p> <p>Research, selection, analysis and documentation of visual materials</p> <p>Legal aspects of visual communication tools</p> <p>Identification and selection of influencers</p> <p>Acquiring influencers for the company/brand</p> <p>Part 2</p> <p>Identification of relevant target groups</p> <p>Strategy and idea development in social media marketing</p> <p>Visual storytelling</p> <p>Content marketing on individual platforms / apps</p> <p>Industry-specific social media tools (B2B / B2C)</p> <p>Visual branding & images in corporate communications</p> <p>Development of an influencer marketing concept</p> <p>Designing long-term influencer relationships</p> <p>Definition of key figures for measures</p> <p>Measuring success and tools of influencer marketing campaigns</p>
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Course Title	Event Management
German Course Title	Event Management
Degree Program	Marketing & Sales/Bachelor
Credits	12 ECTS
Included courses (all must be taken)	Event Management 1 & 2
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment of all courses (Final exam, presentation of a group work/event concept)
Course Objectives	<p>Part 1</p> <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Know the basics of event marketing in theory and practice • Know the purpose and function as well as design and application possibilities and specifics of the instrument "Events" as an individual measure as well as part of the communication mix • Consider the discipline of event communication as part of an integrated communication • Know points of contact and intersections of event marketing with related communication disciplines (such as fairs and exhibitions) • Have basic knowledge of the discipline of sponsoring • Gain insights into the business practice of events through numerous case studies, expert comments and field trips • Give an overview of the Austrian event marketing industry • Understand strategic and operational aspects of event marketing and event communication • Transfer communication strategies into the event conception and operationalize them • Create an event concept as part of an integrated communication concept <p>Part 2</p> <p>After completing this course, students will be able to</p> <ul style="list-style-type: none"> • Have in-depth knowledge of the discipline of event management in theory and professional practice • Consider and apply their knowledge of the event-specific legal areas and • the features of event technology • in the planning and implementation of an event concept to consider and apply • Create event concepts strategically including planning, budgeting, implementation and evaluation of the measures and integrate these into higher-level communication concepts • Know processes and steps in event production
Content	<p>Part 1</p> <p>Persons, facts, numbers, market</p> <p>Industry in Austria, market customs, industry representation, job description, training offer, qualifications, event service providers, customer relationship - client - event agency</p> <p>Systematization and classification</p> <p>Marketing - Event Marketing / Communication - Event Communication / Event Marketing vs. Marketing Events</p> <p>Basics for the use of events</p> <p>Event marketing as an individual measure / as an integrated measure / in the</p>

	<p>communication mix</p> <p>Purpose and function of event marketing</p> <p>Event typology and specifics of different event types</p> <p>Event conception - structure and content: briefing, analysis (initial situation, goal, target group, task), strategy (idea, topic), brainstorming (creativity methods), implementation (basics of dramaturgy, means, process), idea vs. implementation</p> <p>Mechanisms of events</p> <p>Success factors</p> <p>Instruments for measuring success</p> <p>Problem areas in practical application</p> <p>Part 2</p> <p>From concept to implementation plan</p> <p>Spatial event design: setting and design, event design in terms of content: program and activation</p> <p>Event direction, dramaturgy and staging, budgeting</p> <p>Selection and assessment of suitable suppliers, briefing and management of suppliers</p> <p>Basic concepts and use of event technology</p> <p>Event law: authorities, laws and regulations, obligations of organizers, liability issues and event insurance</p> <p>Example conception and implementation plan of an exercise in the context of a field trip</p>
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Course Title	Communication, Marketing & Sales in European Markets
German Course Title	Communication, Marketing & Sales in European Markets
Degree Program	Marketing & Sales/Bachelor
Credits	12 ECTS
Included courses (all must be taken)	Communication, Marketing & Sales in European Markets 1 (European Union Law, Selected fields of European Business Law) Communication, Marketing & Sales in European Markets 2
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment of all courses, Final exam
Course Objectives	<p>Part 1</p> <p>Upon completion of this course, 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 • Outline the relationship between EU law and national law • Understand the enforcement of EU law • Assess the fundamental freedoms and their importance for economic life in the EU • Understand specific European areas of law that are relevant to corporate activities in communications, marketing and sales (e.g., competition law, data protection law) • Analyze legal problems based on case studies from the perspective of the company and to come up with solutions for legally compliant entrepreneurial behavior • Conclude the impact of the General Data Protection Regulation for a company <p>Part 2</p> <p>After completing this course, students will be able to</p> <ul style="list-style-type: none"> • Deal (in an exemplary way) with current developments, trends and problems in the EU, in particular with social developments (e.g. aging, migration), developments in the area of conflict between economy / politics / society (e.g. market regulation, fight against corruption, alternative economic models) and developments in trade relations (e.g. current trade conflicts of the EU with non-EU states, trade imbalances within the EU) • Understand economic policy solution approaches for these exemplary developments • Recognize the significance of economic and socio-political developments for individual companies as well as derive options for action (above all in the areas of communication, marketing and sales) • Assess and manage the requirements for cooperation in intercultural teams
Content	<p>Part 1</p> <p>Emergence and institutions of the EU Sources of EU law Relationship between EU law and national law Enforcement of EU law Fundamental freedoms Competition law Fundamentals of Data Protection Law (Basic Data Protection Regulation) Legal basis of the common commercial policy Communications law provisions Case studies</p>

Part 2

Societal developments in the EU (such as aging, migration), economic policy solutions and effects on communication policy, marketing and sales of companies.

Business policy: (European) developments in the economy / politics/ society (e.g. current market regulation measures, combating corruption, alternative economic models) and the way in which companies deal with these developments (in particular communication policy, marketing and sales).

Recent developments in trade relations (for example, current EU trade conflicts with non-EU states, intra-European issues) and the relevance of these developments for corporate communications, marketing and sales

Course Title	Mobile Marketing
German Course Title	Mobile Marketing
Degree Program	Marketing & Sales/Bachelor
Credits	12 ECTS
Included courses (all must be taken)	Mobile Marketing 1 (Introduction to Mobile Marketing, Infrastructure & Ecosystem of Mobile Media, Development of Mobile Services) & Mobile Marketing 2 (Mobile Advertising, Mobile Commerce & Shopping, Mobile Services, LBS & Trends- Mobile Monday)
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment of all courses, Final exam
Course Objectives	<p>Part 1 After completing this course, students will be able to</p> <ul style="list-style-type: none"> • Explain the basics, goals and strategic aspects of mobile marketing • Illustrate the value chain in mobile marketing • Outline the tools in mobile marketing and describe target group suitability • Solve tasks for mobile marketing • Classify the Austrian mobile marketing market • Use mobile marketing tools in practice-relevant projects • Contrast mobile marketing tools in their ability to achieve marketing, sales and communication goals <p>Part 2 After completing this course, students will be able to</p> <ul style="list-style-type: none"> • Know the technology behind mobile advertising • Differentiate the types / formats of mobile ads • Design mobile advertising properly and place it on target media as well as to measure their success • Analyze, conceptualize and value mobile and cross-media solutions and business models in the field of B2C / B2B • Understand and optimize the value creation process in mobile commerce • Successfully use electronic media or mobile devices as new marketing tools • Design mobile and cross-media solutions and business models • Carry out a project work in a complex ecosystem • Examine the creative ideas according to the technical conditions and real conditions of the market • Defend their project work in front of a jury of experts
Content	<p>Part 1 Mobile Marketing: Introduction and Ecosystem, Mobile Marketing Tools in Detail Mobile advertising / campaigns in action Mobile apps & mobile portals Mobile business cases Mobile marketing campaigns Legal basics of mobile marketing Austrian and international market Spending Mobile landscape in Austria Briefing: Steps to a successful mobile marketing campaign Technical basics m-Marketing main channels: Messaging</p>

m-Marketing main channels: Display advertising
m-Marketing sub channels: Tagging, Bluetooth, Apps
Legal foundation of mobile offers

Part 2

Advertising on smartphones or other mobile devices such as iPads and tablets
Influence of technology on mobile advertising
Usage behavior of consumers in the field of mobile advertising
Use cases for successful mobile advertising
Trends in mobile advertising
Future of mobile advertising
Mobile devices
Basics of location based services and security aspects
Mobile commerce business models
Billing models and mobile payment
Application areas of mobile commerce
Trends in mobile commerce
Locative media
Conception of mobile services / apps
App design: design, usability and user experience
Mobile social networks
Trends in mobile marketing

Course Title	Open Business
German Course Title	Open Business

Degree Program	Marketing & Sales/Bachelor
Credits	12 ECTS
Included courses (all must be taken)	Open Business 1 (Open Innovation, Crowdfunding) Open Business 2 (User Generated Branding, Digital Price Management)
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment of all courses, Final exam
Course Objectives	<p>Part 1</p> <p>After completing this course, students will be able to</p> <ul style="list-style-type: none"> • Understand the organizational forms of the division of labor added value in general as well as the interactive creation of value in particular • Weigh the pros and cons of different possibilities of customer involvement in interactive innovation processes • Identify customer innovators (lead users) • Evaluate possible competitive advantages through open innovation • Adapt instruments from open innovation for selected practical examples • Evaluate the potential of digital media in supporting innovation processes • Conceive the marketing and communication measures accompanying the innovation process • Understand the different forms of crowdfunding (for example, different forms of performance compensation for investors) • Understand the perspectives of all participants in the crowdfunding process (companies, crowd investors, crowdfunding platforms) • Describe the ideal steps of a crowdfunding process • Get a market overview of crowdfunding platforms • Design a project application on a crowdfunding platform • Identify a target audience of crowd investors • Design marketing and communication activities for funding preparation, during the funding and after the funding <p>Part 2</p> <p>After completing this course, students will be able to</p> <ul style="list-style-type: none"> • Understand the changing demands on brand management through digitization • Develop flexible digital brand concepts • Plan corporate marketing forms of organization for dialogue-oriented communication with clients (for example with the help of methods of agile project management) • Assess the different forms of user-generated content and their significance • for digital brand management • Design marketing measures for the generation of branded user generated content • Promote the generation of customer value through brand services (e.g., apps) • Understand the conditions of digital price management, such as changing price and user transparency (for example, through equality portals) and innovative payment systems

	<ul style="list-style-type: none"> • Weigh the pros and cons of different pricing models (e.g., Freemium) and price metrics (e.g., pay-per-click) on the Internet • Assess the importance of data analysis for individualized pricing (e.g., in the context of dynamic pricing methods) • Adjust the interaction possibilities with the customer regarding online pricing and payment to the product or service • Assess the customer acceptance of pricing models and to deal with complaints adequately and • Support the implementation of the chosen pricing model through communication activities
Content	<p>Part 1</p> <p>Organizational forms of the division of labor added value Division of labor and knowledge transfer in interactive value creation The interactive innovation processes Customer innovators (Lead users) Competitive advantages through open innovation Instruments of Open Innovation Use of virtual communities Requirements for marketing and communication in the context of open innovation processes Types of crowdfunding People involved in crowdfunding Expiry of crowdfunding Crowdfunding platforms Application to crowdfunding platforms Characteristics of crowd investors Marketing and communication measures in the course of crowdfunding</p> <p>Part 2</p> <p>Impact of digitization on brand management Flexible brand concepts In-house organization of the dialogue-oriented brands communication Forms of user generated content Importance of user generated content for brand management Marketing measures for the generation of user generated content Design of brand services Framework conditions of digital price management General pricing models and price metrics on the internet Data-driven pricing and offer customization Customer interaction with online pricing and payment Pricing via online auctions Customer acceptance of pricing models Price communication and price-related customer dialogue on the internet</p>

Course Title	Specific Communication Topic
German Course Title	Specific Communication Topic
Degree Program	Corporate Communication/Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Written Final Exam, Oral Exercises
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> Understand and explain a communication management topic in English; discuss the topic in groups and in the year group using a wider range of specialist vocabulary
Content	Working on a communication management topic in English

Course Title	Business English 2
German Course Title	Business English 2
Degree Program	Corporate Communication/Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Written Final Exam, Oral Exercises
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> Understand subject-related media input (e.g. texts, videos, podcasts) in detail Understand the specialized vocabulary of the relevant career field (oral and written) Follow work-related discussions in English Communicate and assert a point of view in a meeting
Content	<p>Language of meetings, discussions and presentations (speaking)</p> <p>Revision of subject-related media content (e.g. articles, videos, podcasts) (reading and listening)</p> <p>Topic-specific vocabulary (speaking, reading, writing and listening)</p> <p>Writing in professional contexts (e.g. emails, reports, summaries) (writing)</p>

Course Title	Research Skills 2
German Course Title	Wissenschaftliche Standards 2
Degree Program	Corporate Communication/Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Final Exam
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> Independently identify a research subject with practical relevance Limit this subject to a workable problem, objective and research question Work out a research concept independently
Content	<p>Identification of a topic and a problem with practical relevance</p> <p>Independent formulation of a research concept</p>

Course Title	Qualitative Methods
German Course Title	Qualitative Methoden
Degree Program	Corporate Communication/Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Final Exam
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Understanding the characteristics of a qualitative research approach • Come up with a qualitative research design including sampling, data-collection and evaluation procedures
Content	<p>Qualitative paradigm and research design</p> <p>Qualitative field selection and sampling</p> <p>Selected qualitative data-collection procedures</p> <p>Selected qualitative evaluation procedures</p>

Course Title	International Marketing
German Course Title	International Marketing
Degree Program	Marketing & Sales/Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment, Final Exam, Partial performance
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Master the English specialist terminology • Demonstrate sensitivity to differences in the economic, socio-cultural and political conditions of other countries and the associated demands on integrated, international communication • Explain the strategies of market entry • Assess the requirements for the use of marketing and communication tools in the international, intercultural context • Test and reflect on their knowledge in intercultural teams
Content	<p>Introduction, socio-cultural environment, culture as moral philosophy</p> <p>Global marketing trends and environment</p> <p>International markets, market evaluation, market selection and entry</p> <p>International marketing strategies</p> <p>Ethical dimensions of international marketing</p> <p>International branding decisions</p> <p>Decision on the international marketing mix</p> <p>Culture in professional practice, intercultural communication, patterns in meetings, listening habits, audience expectations, leadership styles and management language</p> <p>Cross-cultural management, strategy and culture, integrated communication management, causal field model, actors and factor analysis as research tools</p> <p>Intercultural marketing communication, mobile marketing and proximity marketing, controlling instruments, communication balanced scorecard</p>

Course Title	Public Relations
German Course Title	Public Relations
Degree Program	Corporate Communication/Bachelor
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment, Concept development, Written Exam, Press Release
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Recognize the differences between PR from advertising/marketing communication, journalism and propaganda on the basis of communication science theories • Recognize sub-areas of PR as well as the subdivision of organizational communication • Identify areas of online PR • Understand and explain the legitimation of PR in a social context • Understand the tasks of professional associations and the ethics council as well as the contents of PR codes and selected legal fundamentals • Understand the determination of dialogue groups and objectives • Understand the development of communication concepts with a focus on common and creative operational measures as well as budgeting and evaluation • Know the historical developments of trends in internal communication • Understand the significance of different corporate cultures • Understand management styles (X, Y, Z) • Identify dialogue groups of internal communication • Know the measures and forms of internal communication
Content	<p>Historical development of public relations (PR)</p> <p>Tasks, objectives and general objectives of public relations</p> <p>Boundaries and interplay of public relations and other communicative disciplines</p> <p>Sub-areas of public relations</p> <p>(Internal) organizational communication</p> <p>Social function and legitimation of public relations</p> <p>Professional PR associations (PRVA, PR Ethikrat, DPRG)</p> <p>PR codes and selected legal regulations</p> <p>Online PR</p> <p>The development of PR concepts with a focus on operational measures</p>

Course Title	Online Communication
German Course Title	Onlinekommunikation
Degree Program	Corporate Communication/Bachelor
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment, Final Exam
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Understand empirical usage habits and practices • Know key media technologies and the specifics of communication theory in online communication • Explain these on the basis of established as well as new scientific communication approaches and models • Recognize the relevance of online communication in the communication areas of marketing, PR and internal communication • Recognize the disciplinary and interdisciplinary differences among the aforementioned areas • Know the key areas of application for corporate online communication tools (e.g. website, social media, (micro)blogging, wikis) • Create, carry out operational implementation and evaluate their success
Content	<p>Introduction to the usage and development of the Internet</p> <p>Core models of online and offline communication</p> <p>Online communication platforms</p> <p>Creation, integration and management of online communication</p> <p>Online communication tools and advertising material</p> <p>Measuring and monitoring</p> <p>Web and law</p>

Course Title	Marketing
German Course Title	Marketing
Degree Program	Corporate Communication/Bachelor
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment, Final Exam, Case Study
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Describe the basic concepts, theories, methods and models of decision-making support for operational marketing, and the options for implementing communication activities • Evaluate the significance of marketing in integrated communication • Explain consumer behavior in certain situations • Highlight possible methods of influencing consumer behavior by means of communication activities, and evaluate such behaviors as outcomes of communication campaigns • Explain the key features and potential effects of product and price policies, and the importance of distribution and sales as tools in the marketing mix • Use, plan, carry out and evaluate dialogue marketing as a tool for communicating marketing activities taking into account product and price policies as well as sales considerations
Content	<p>Consumers and the marketplace Consumers as individuals (perception, learning and remembering, motivation, personality, lifestyle, attitudes) Consumers as decision-makers Impact of communication on consumer behavior Organizational purchasing behavior Product and price as tools in the marketing mix Product description and product-related decisions Product lifecycle strategies Factors influencing pricing decisions, pricing considerations Price adjustment strategies Relationship between product and price policies (product and price policy measures) Distribution as a tool in the marketing mix Significance and characteristics of distribution channels Organization and design of a distribution systems Distribution policy measures and aspects of sales Sales controlling Links between distribution, product and price policies CRM as a basis for dialogue marketing, dialogue marketing as a communication tool Explanation of fundamental and current concepts Planning process for dialogue marketing campaigns Target groups and target group selection Success factors for mailing design Multi-stage activities in dialogue marketing Legal aspects of dialogue marketing Addresses and data, database marketing, geomarketing Integrated dialogue marketing Design, analysis and budgeting of dialogue marketing campaigns New applications for dialogue communication Customer retention Impact of direct marketing, success factor tests, evaluation</p>

Course Title	Business Communication 1
German Course Title	Business Communication 1
Degree Program	Corporate Communication/Bachelor
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment, Final Exam, Case Study, Continuous partial performance
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Communicate their personal and professional background • Initiate and lead small talk in a business setting • Follow and participate in day-to-day, business-related discussions • Identify and apply the most common terms of relevant, core business areas • Correctly use the most common grammatical forms encountered in business communication • Identify content and information in relevant business texts, as well as to identify and understand key details • Write accurate texts
Content	<p>Key topics in business administration and communication</p> <p>Reading and writing in a business context</p> <p>Small talk and discussions</p> <p>Grammar in a professional context</p>

Course Title	Microeconomics
German Course Title	Mikroökonomie
Degree Program	Corporate Communication/Bachelor
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Describe the basic concepts of economics and economic systems and schools of thought • Understand the interaction of supply and demand in markets, and explain them by means of various theories (household theory, production theory and cost theory) • Classify different market forms and to analyze their effects on market equilibrium • Understand and question critically current economic policy and state institutions • Question current textbook economics critically • Discuss alternative economic theories in a critical manner
Content	<p>Introduction to economics (basic concepts, economic systems and schools of economic thought)</p> <p>Microeconomics: supply and demand, goods markets (household theory, production and cost theory); market forms (perfect markets, monopoly, oligopoly) and market equilibrium</p> <p>Economic policy: interventions, the environment, institutions (subsidies, taxes, EU); fiscal and monetary policy, institutions (central banks, IMF); market failures (public goods, asymmetrical information, external effects, natural monopolies)</p> <p>Heterodox economics: beyond GDP, post-Keynesianism, neoliberalism, feminist economy, income concentration, green economy, sustainability, current issues</p>

Course Title	Macroeconomics
German Course Title	Makroökonomie
Degree Program	Corporate Communication/Bachelor
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Explain the basics of national accounts and their key figures, and analyze economic processes at the macroeconomic level • Apply current macroeconomic models • Understand and critically question current economic policy and state institutions • Know the forms of market failure and discuss them using current examples • Question current textbook economics critically • Discuss alternative economic theories in a critical manner
Content	<p>National accounts and indicators (GDP and economic activity); real and financial markets (production, growth, unemployment, interest, money, inflation); IS/LM model; AD-AS model</p>

Master

Course Title	Brand Management & Development
German Course Title	Brand Management & Development
Degree Program	Communication Management/Master
Credits	1 ECTS
Semester in Curriculum	2nd semester
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"> • Know and understand the foundations and concepts of market theory in various economic sectors • Understand brand management as a integrated approach and the connection with integrated communication management • Understanding the effect of a brand internally and external-ly in terms of identity-oriented brand management; identify brand identity models • Identify the particularities of a brand architecture • Develop a brand strategy • Differentiate between consumer goods, B2B, retail, service and NPO brands
Content	<p>Brand phenomenon Brand theory (development, brand models, brand definitions) Brands and marketing Brands and corporate culture Brand value Phases of brand management (brand analysis, brand strategies, brand implementation and brand controlling) Significance of corporate brands Communication of corporate brands</p>

Course Title	Strategic Marketing & Performance
German Course Title	Strategic Marketing & Performance
Degree Program	Communication Management/Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Written final exam, group work
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Know the foundational concepts and methods of strategic marketing • Identify the value of the marketing strategy as a major functional strategy, understand various marketing strategies and the interdependencies and interplay of corporate and marketing strategies and assess potentially conflicting objectives • Have knowledge of the structure, components and function of a marketing plan • Evaluate company and competitive situations in terms of strategic marketing aspects • Analyze new brand developments and develop actions • Explain and apply the budgeting and controlling process • Interpret relevant key figures for controlling in marketing
Content	<p>Concepts and methods of strategic marketing Central components of a marketing plan, the process of marketing planning Actual situations analysis in the marketing plan Determination of marketing objectives, strategies, and action programs Integrated marketing with a focus on digital marketing Budgeting of classic and digital marketing activities Marketing controlling and the connections to company controlling, analysis and key</p>

Course Title	Integrated Marketing Communication (IMC)
German Course Title	Integrated Marketing Communication (IMC)
Degree Program	Communication Management /Master
Credits	2 ECTS
Semester in Curriculum	2nd semester
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"> • Explain the IMC model from Schultz/Schultz and differentiate it from alternative approaches • Understand the authors' arguments in terms of theory and evaluate them critically • Independently apply the model for different theoretical and practical questions in strategic communication management
Content	<p>Introduction and observation of models of integrated communication based on marketing theory (IMC model, etc.). In-depth discussion of the theoretical classification and practical implementation</p>

IV.III. Digital Business

Bachelor

Course Title	Project Work: IS Design and Implementation
German Course Title	Project Work: IS Design and Implementation
Degree Program	Digital Business/Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/integrative module
Course Objectives	<p>Knowledge Graduates are familiar with</p> <ul style="list-style-type: none"> different process models for developing IS, including agile development models and processes different quality models and testing procedures important tasks in the operation of IS <p>Skills Graduates have the necessary skills to</p> <ul style="list-style-type: none"> apply selected process models for developing IS, including agile models and processes systematically prepare software selection decisions keep track of the customizing and configuration of selected standard software implement selected testing procedures plan the operation of a selected IS (including training and supervising users) <p>Competencies Graduates have the necessary competence to coordinate projects relating to the design and implementation of IS, depending on their complexity, or support the manager with larger projects – in particular if the implementation is planned with the use of standard software. The main focus is the combination of information technological and organizational/commercial requirements, including planned communication with all stakeholder groups – equivalent to the typical function of product management</p>
Content	<p>This module covers the design, implementation and planning of information systems operation with reference to actual projects (e.g. for a Web CMS). This will convey the coordinated perception and functionality of product management, among other factors. This unit focusses on smaller IS and realizing these with the use of standard software.</p> <ul style="list-style-type: none"> Project planning (including selection of process models such as agile models and processes) Requirements engineering or current dynamic processes Procurement Design Implementation (especially customizing and configuration) Quality assurance (including quality models, testing procedures, documentation) Change management Planning IS operations

Course Title	Special Topics: IT Security and Compliance
German Course Title	Special Topics: IT Security and Compliance
Degree Program	Digital Business/Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/integrative module
Course Objectives	<p>Knowledge Graduates are familiar with</p> <ul style="list-style-type: none"> • common types of risks associated with the operation and use of IS and possible technical, economical and legal consequences • technical and organizational strategies for risk identification and management • selected good practices in IT compliance regulations <p>Skills Graduates have the necessary skills to</p> <ul style="list-style-type: none"> • recognize common risks associated with the operation and use of specific IS • establish security objectives for these risks • develop proven measures to reach these objectives and comply with technical, organizational/economic and legal framework conditions • create specific IT compliance regulations to reduce associated risks, based on templates • define pathways for monitoring the achievement of these goals <p>Competencies Graduates have the necessary competence to</p> <ul style="list-style-type: none"> • consider economic, technical, ethical and information law aspects, as well as those related to IT and information security, when making decisions relating to the design, operation and personal use of IS • use professional literature to educate themselves and develop a professional opinion of current IT or information security issues and subsequently advocate clearly for this opinion, even when dealing with stakeholders outside the profession (e.g. IS users)
Content	<p>This module covers IT and information security, in particular:</p> <ul style="list-style-type: none"> • Areas of risk (human error, unauthorized access, malware, targeted attacks) • Security objectives (confidentiality, authentication, access, data integrity, etc.) • Authentication procedures • Encryption and its mathematical basis • Digital signatures • Digital certificates • Rights management/access control • IT compliance • IT security tasks and operational organization

Course Title	Special Topics: New World of Work
German Course Title	Special Topics: New World of Work
Degree Program	Digital Business/Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/integrative module
Course Objectives	<p>Knowledge Graduates are familiar with selected technical, economic, organizational, ergonomic and social aspects of the application of assistance systems in the world of work.</p> <p>Skills Graduates have the necessary skills to analyze use scenarios and design the planning and implementation of assistance systems.</p> <p>Competencies Graduates have the necessary competence to</p> <ul style="list-style-type: none"> • evaluate various assistance systems in the context of actual organizational and information technical framework conditions and • prepare management decisions in this context.
Content	<p>The new world of work – is it really new? Introduction to ergonomics and work science Digital (worker) assistance systems Human-robot interaction Planning assistance systems Tutorials for Assistance Systems 1 (EPC, Worker Journey, Conception) Driverless transport systems Mobile robotics Communication and networking New technological developments and applications for as-sistance systems Ergonomic and scientific aspects of assistance systems Comparison, evaluation, acceptance and user tests of as-sistance systems Tutorials for Assistance Systems 2 (comparison, evaluation and business case, user tests)</p>

Course Title	Accounting
German Course Title	Accounting
Degree Program	Digital Business/Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/integrative module
Course Objectives	<p>Knowledge</p> <p>Graduates are familiar with</p> <ul style="list-style-type: none"> • the structure of double-entry bookkeeping • the function and structure of accounting records for model case studies with due consideration of company taxes • types and functions of cost accounting • the function and basic instruments of operational business controlling <p>Skills</p> <p>Graduates have the necessary skills to</p> <ul style="list-style-type: none"> • read company reports and interpret them correctly on a fundamental level • correctly and independently interpret example evaluations of the accounting of cost categories, cost centers and cost units • apply static procedures for capital budgeting in practical case studies • create budgets suitable for business controlling, variance analyses and forecasts for practical case studies <p>Competencies</p> <ul style="list-style-type: none"> • Graduates develop competencies that enable them to connect the skills and knowledge acquired in this module with the learning outcomes of other modules.
Content	<p>This module covers the fundamentals of accounting:</p> <p>Double-entry bookkeeping and annual financial statements</p> <p>Cost accounting</p> <p>Static capital budgeting</p> <p>Operational business controlling</p>

Course Title	Communication and Analytical Thinking
German Course Title	Communication and Analytical Thinking
Degree Program	Digital Business/Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Cumulative module: Creative Problem Solving: Continuous assessment Business and Professional English 3: Continuous assessment Interdisciplinary Reflection 4: Continuous assessment Statistics: Continuous assessment
Course Objectives	<p>Creative Problem Solving: Knowledge Graduates</p> <ul style="list-style-type: none"> are familiar with the potential, pros and cons of selected current concepts and facilitation methods for the collaborative development of innovative solutions are able to draw on their own experience in workshops for the collaborative development of innovative solutions, and have reflected on their conduct and the effectiveness of their contributions <p>Competencies Graduates</p> <ul style="list-style-type: none"> have the necessary competence to achieve the collaborative development of innovative solutions, choose appropriate facilitation approaches and facilitators for different target groups and issues, and support experienced facilitators in the planning, execution – e.g. facilitation of sub-groups – and evaluation of work-shops <p>Business and Professional English 3: Skills and competencies:</p> <ul style="list-style-type: none"> On completing this module, students are able to: deliver a convincing argument (both orally and in writing) optimally structure the content of a presentation present and analyze figures, trends and market data from a graphical source (both orally and in writing) prepare and deliver a presentation utilizing visuals tailored to the audience as well as appropriate body language receive and give feedback and critique produce subject-related written documents to an appropriate standard and style negotiate and reach an agreement <p>Interdisciplinary Reflection 4: Competencies</p> <ul style="list-style-type: none"> Graduates have the necessary competence to accept responsibility for their own professional development and the development of their fellow students. <p>Statistics: Knowledge</p> <ul style="list-style-type: none"> Graduates are familiar with the fundamental concepts of statistics. <p>Skills Graduates have the necessary skills to</p>

	<ul style="list-style-type: none"> • seek out mathematical/statistical solutions to challenges presented by digitalization • identify predictable elements in problems • identify patterns and structures in problems <p>Competencies</p> <ul style="list-style-type: none"> • In subsequent modules, graduates will develop the knowledge and skills acquired in this module into competencies.
Content	<p>Creative Problem Solving: This sub-module covers concepts and facilitation methods for developing innovative solutions for information systems with a range of stakeholders, e.g. co-creation or design thinking</p> <p>Business and Professional English 3: Written & oral English language skills</p> <p>Interdisciplinary Reflection 4: Individual evaluation and interpretation of the potential analysis established in semester 1 Interdisciplinary reflection, spanning multiple modules, on the competencies developed in semester 4 Reflection on the appropriateness of conditions for developing competence and of the learning resources used by individual students, the curriculum and the university – identification of optimization potential at both an individual and institutional level</p> <p>Statistics: This sub-module covers the following topics, focusing on the problem-solving potential of each in the context of digitalization Fundamental concepts (including random experiments, probabilities, conditional probabilities, chance variables, distributions) Descriptive statistics (samples and probability distributions, correlations) (For deductive statistics, see the Research Skills module)</p>

IV.IV. Financial Management

Bachelor

Course Title		Principles of Corporate Finance (this course only takes place with a minimum of 8 people)
German Course Title		Principles of Corporate Finance
Degree Program	Financial Management and Controlling/Bachelor	
Credits	3 ECTS	
Semester in Curriculum	4th semester	
Method of Assessment	Final Exam	
Course Objectives	After completing this course, students will be able to <ul style="list-style-type: none"> • Apply the decision-making rules of investment appraisal • Understand and apply the valuation models for shares and bonds • Model and solve financial issues using standard software - Digitization (this is included in the course book) 	
Content	Fundamentals of investment appraisal, time value of money, interest rates, financial and capital markets, stock market, money markets, valuation of shares and bonds	

Course Title		Financing (this course only takes place with a minimum of 8 people)
German Course Title		Financing
Degree Program	Financial Management and Controlling/Bachelor	
Credits	3 ECTS	
Semester in Curriculum	4th semester	
Method of Assessment	Final Exam	
Course Objectives	After completing this course, students will be able to <ul style="list-style-type: none"> • Implement the instruments of long-term equity and borrowed capital • Justify leasing as a financing alternative • Explain the significance of working capital management and determine the short-term financial requirements • Assess mergers and acquisitions from a financial perspective • Apply the concepts of corporate governance and of operational risk management • Model and solve financial issues using standard software - Digitization (this is included in the course book) 	
Content	Equity and borrowed capital, leasing, working capital management, short-term financial requirements, mergers and acquisitions, corporate governance	

Course Title		Capital Markets
		(this course only takes place with a minimum of 8 people)
German Course Title		Capital Markets
Degree Program	Financial Management and Controlling/Bachelor	
Credits	3 ECTS	
Semester in Curriculum	4th semester	
Method of Assessment	Final Exam	
Course Objectives	<p>After completing this course, students will be able to</p> <ul style="list-style-type: none"> • Understand the connection between risk and return • Elucidate and apply CAPM IFRS • Understand and apply the capital structure model of Modigliani/Miller, expanded to corporate and personal taxes • Identify and assess problems in companies, such as financial distress and principal agent problems • Provide questions relating to the finance of a software solution and formalize the corresponding modeling (Digitization) 	
Content	<p>Capital markets and valuation of risk, optimum portfolio selection and CAPM, valuation of cost of capital, investor behavior and capital market efficiency, capital structure in efficient markets, debt bonds and taxes, financial distress, managerial incentives, and information, dividend policy</p>	

IV.V. Human Resources Management

Bachelor

Course Title	Presenting & Communicating Business Topics
German Course Title	Presenting & Communicating Business Topics
Degree Program	Human Resource Management/Bachelor
Credits	2 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Final Exam, Individual task
Course Objectives	<p>After completing this module, the students are able to:</p> <ul style="list-style-type: none"> • Apply the basics of written and spoken business communication in English. • Understand and discuss written and spoken business communications and texts in English. • Translate and describe basic terms of general business administration (e.g. balance sheet terms, financial, economic, general business terms, etc.) • Moderate meetings and give presentations in English.
Content	<p>Business English with focus on the balance sheet, financial terms, essential micro- and macroeconomic terms, marketing, sales, PR</p> <p>The language of meetings, discussions and moderation</p> <p>Language focus: Indirect speech, phrasal verbs, conditional sentences, descriptions of trends / graphs, idioms</p> <p>Formal discussions / meetings and moderation</p> <p>Presentation techniques</p>

Course Title	Business English for HRM Professionals
German Course Title	Business English for HRM Professionals
Degree Program	Human Resource Management/Bachelor
Credits	2 ECTS
Semester in Curriculum	6th semester
Method of Assessment	Continuous performance/final examination
Course Objectives	<p>Upon completion of this sub-module, students are able to:</p> <ul style="list-style-type: none"> • Understand the basic, specialized vocabulary for the field of human resource management and/or human resources development and employ it in spoken and written communication. • Lead a discussion/business meeting using appropriate language and moderation techniques. • Communicate and assert a point of view in a meeting/discussion
Content	<p>Linguistic and content-related focus: Human resources management (HRM and human resources development)</p> <p>Formal discussions/meetings</p>

Master

Course Title	Strategy and Business Ethics
German Course Title	Strategy and Business Ethics
Degree Program	Organizational & Human Resources Development/Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Explain classical and modern management concepts and recognize where they can be applied; reflect on the implications of their behavior in management. • Transfer the general strategy and management methods into organizational development and human resources development and implement them in an action-oriented manner • Make general connections between ethics, economy, society and politics, especially with regard to questions of responsibility • Analyze ethical questions in management and consultation systematically and discuss them critically • Explain the basic approaches of corporate governance & business ethics • Transfer relevant CR management approaches into the practice of HRM, in particular organizational and human resources development, and implement them in an action-oriented manner. • Explain and recognize the relevant statutory guidelines that apply to key stakeholders (customers, employees, suppliers).
Content	<p>Strategy and management models Overview of strategic management and its specific tools, e.g. the five forces model or the value chain analysis by Porter or blue ocean strategy Innovation and strategy Internationalization strategies Addressing the ethical dimension of professional practice with a focus on HRM, in particular Workers and employees as stakeholders Working conditions Compliance & integrity management, the rights and obligations of workers and employees from an ethical perspective, whistle blowing Different approaches of business ethics Traditional management theories from an ethical perspective Applicability and significance of ethical management theories Objectives of sustainable company management, sustainable development goals and their implementation in business practice with a focus on HRM The major corporate governance and compliance guidelines (diversity, ethical leadership)</p>

Course Title	Modern Workplace Learning/Digital Learning
German Course Title	Modern Workplace Learning/Digital Learning
Degree Program	Organizational & Human Resources Development/Master
Credits	2 ECTS
Semester in Curriculum	4th semester
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 elements of modern workplace learning. • Understand and reflect on the effects and potential of digital media in the learning process. • Identify the components of media competence. • Identify digital media and their areas of application. • Support management and executives in developing a new learning culture. • Assist employees with continuous learning in the work-place as well as the self-organization and self-management of their professional development • Support teams within and across organizations in the ex-change of knowledge and experience • Organize and manage their own learning processes in order to accelerate their professional development
Content	<p>Elements of modern workplace learning</p> <p>The effects and potential of digital media in the learning process</p> <p>Components of media competence</p> <p>Digital media and their applications (e.g. knowledge accumulation, knowledge transfer, social networking, reflection on work and learning processes, communication and interaction, knowledge distribution)</p> <p>Supporting management in the formation of a continuous learning culture</p> <p>Supporting executives in the human resources development of the employees</p> <p>Helping employees to integrate daily and continuous learning in the workplace</p> <p>Supporting self-organized and self-managed learning and professional development</p> <p>Supporting the exchange of knowledge and experience in teams and across organizations</p> <p>Supporting collaborative problem solving and the co-design of solutions</p> <p>Providing flexible learning resources and enabling the continuous flow of knowledge</p> <p>Managing/supporting social online learning</p> <p>Staging of learning campaigns</p> <p>Initiating innovation</p>

IV.VI. Journalism & Media Management

Bachelor

Course Title	Business English
German Course Title	Business English
Degree Program	Journalism and Media Management/Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Tutorials, written and/or oral exam
Course Objectives	<p>After completing this module, students will be able to</p> <ul style="list-style-type: none"> • Confidently participate in subject-related discussions and / or meetings; • Initiate and continue small talk (including expressing an opinion on general topics); • Write linguistically appropriate texts (the standards of the profession); • Apply the most common terms of the relevant core economic areas and the degree program • Understand specialized media input (e.g., texts, videos, podcasts) in detail; • Recognize professional vocabulary of the relevant profession (oral as well as written); • Follow work-related discussions in English; • Communicate and affirm a point of view in a meeting; • Correctly apply the most common grammatical forms used in business communication;
Content	<p>Language in meetings, discussions and presentations (speaking) Revision of subject-related media content (reading and listening) Subject-specific vocabulary (speaking, reading, writing and listening) Writing in professional contexts (emails, reports, summaries, comments, etc.) Introduction to Anglo-American journalism</p>

Course Title	Issues & Trends in Anglo American Journalism
German Course Title	Issues & Trends in Anglo American Journalism
Degree Program	Journalism and Media Management/Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Tutorials, Project works written and/or oral exam
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Recognize, name and discuss current issues and challenges of Anglo-American journalism (with a focus on electronic media); • Describe the evolution of Anglo-American journalism and discuss its importance for developments in the European media sector; • Critically analyze, discuss and evaluate Anglo-American journalism products; • Recognize similarities and differences of the American and European media system and to argue the results comprehensibly and systematically.
Content	<p>Introduction to Anglo-American journalism Social, economic and sociopolitical specifics Developments, trends and their influence on Europe</p>

Course Title	Lobbying and Political Communication
German Course Title	Lobbying and Political Communication

Degree Program	Journalism and Media Management/Bachelor
Credits	2 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment (Exercises and / or project work)) and/or Written Final exam
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • describe and discuss the meaning, function and consequences of Campaign Management, Public Affairs and Lobbying • describe media strategies and positioning in the sense of participatory journalism; • understand and discuss tactics; • understand and explain campaign planning and development for candidates; • describe, compare and discuss direct and indirect lobbying (participatory journalism, coalition building & cross lobbying) with respect to their implications.
Content	<p>Fundamentals of Campaign Management, Public Affairs and Lobbying</p> <p>Media strategies and positioning (participatory journalism)</p> <p>Tactics</p> <p>Campaign planning and development for candidates</p> <p>Direct lobbying and its implications</p> <p>Indirect lobbying (participatory journalism, coalition building & cross lobbying)</p> <p>Crisis management</p>

Course Title	Special Topic Media System
German Course Title	Special Topic Media System

Degree Program	Journalism and Media Management/Bachelor
Credits	2 ECTS
Semester in Curriculum	6th semester
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	<p>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).</p>

Course Title	Special Topic Media Politics
German Course Title	Special Topic Media Politics
Degree Program	Journalism and Media Management/Bachelor
Credits	2 ECTS
Semester in Curriculum	6th semester
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).

IV.VII. Management & Entrepreneurship

Bachelor

Course Title	Purchase, Production and Logistics
German Course Title	Purchase, Production and Logistics
Degree Program	Entrepreneurship/Bachelor
Credits	2 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none">• differentiate the procurement area from other business sectors using its functions and objects,• prepare business management decisions in the procurement area (for instance Make or Buy, selection of suppliers, optimal order quantity etc.)• differentiate different types of production processes,• prepare business management decisions in the production area (for instance production site, layout planning, sequence planning etc.)• give a systematic overview of logistics tasks (packaging, transport, storage, commissioning etc.)
Content	Value-added process, production factors, supply management tasks, identification of needs, procurement market research, Make or buy, order policy, supplier management, procurement controlling, site selection, production management, procurement, production and distribution logistics, Supply Chain Management

Course Title	Marketing
German Course Title	Marketing
Degree Program	Entrepreneurship/Bachelor
Credits	4 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • name marketing-specific technical vocabulary and use it adequately • describe goals and functions of marketing in an economic business context • describe a marketing management process, • name and explain the strategic analytical tools and use their main features exemplarily, • explain the fundamentals of consumer behavior and establish the connections with marketing management, • describe and argue a strategic marketing planning, including market selection/segmentation, target definition and marketing strategies and connect it to the first practical applications, • give an overview of the range of possible operative marketing measures in the marketing mix, explain them and determine the first fields of application, • list the factors relevant to marketing budget, • give an overview of possible marketing control measures and figures, • identify and distinguish marketing specifics for service, B2B, investment goods and commercial companies, • identify and explain marketing problems and develop the initial approach for a solution
Content	Challenges of current marketing, marketing management tasks, elements of marketing plan, Ist Analysis instruments, market segmentation, target group definition, definition of marketing goals including positioning, marketing strategies, operational marketing measures in the marketing mix (Product, Price, Communication, Distribution policies) success monitoring, consumer behavior,

Course Title	Fundamentals of VWL (Economics)
German Course Title	Fundamentals of VWL (Economics)
Degree Program	Entrepreneurship/Bachelor
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • know the main concepts of micro-economy, • understand the offer and demand curves, • know the micro-economic market structures, • discuss income and income distribution, • know the different types of market failure, • know the main concepts of macroeconomics, • understand the models of aggregate demand, • know the economic components of bank systems and monetary systems, • explain the economic impact of inflation, interest rates and rating agencies, • present the model-theoretical reasons and control methods of inflation and unemployment, • explain the economic impact of economic government interventions, • present correctly the described concepts in English and • understand main contents of complex texts and abstract topics.
Content	<p>Introduction to micro-economy, markets and market behavior, market changes, market structures, demand decisions, income, political framework</p> <p>Macroeconomics: Key Performance Indicators, aggregate supply, AD-AS/ IS-LM models, aggregate demand, monetary economy and finance, interests, rating agencies, inflation and employment, macroeconomics framework</p>

Course Title	Fundamentals of Corporate Finance
German Course Title	Fundamentals of Corporate Finance
Degree Program	Entrepreneurship/Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • use the decision rules of investment accounting • understand and use valuation models for shares and loan • use the tools of long-term equity and debt financing • justify leasing as financing option • explain the meaning of Working Capital Management and determine the short-term financing requirements • evaluate mergers and acquisitions from the financial perspective • use the concepts of Corporate Governance and of business risk management • understand the connection between risk and return
Content	<p>The Time Value of Money Interest Rates Financial Markets & Capital Markets The Stock Market Monetary Markets Valuing Stocks Valuing Bonds</p>

Course Title	Financing and Business Valuation
German Course Title	Financing and Business Valuation
Degree Program	Entrepreneurship/Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • explain and use the CAPM • understand and use the capital structural model by Modigliani/Miller, expanded to corporate and personal tax • identify and evaluate problems in business, such as financial distress and principal agent problems • understand and evaluate finance options as well as understand real options • evaluate different payment and dividend strategies of businesses • perform business valuations using different approaches
Content	<p>Financial Options, Option Valuation Real Options Capital Budgeting and Valuation with Leverage Valuation and Financial Modeling Business Valuation</p>

Master

Course Title	Strategy, Business Ethics and Sustainability
German Course Title	Strategy, Business Ethics and Sustainability
Degree Program	Executive Management/Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment / final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Explain and recognize modern management concepts, where these can be applied, as well as to reflect on the implications of their management behavior • Make general connections between ethics, economy, society and politics, especially with regard to questions of responsibility • Systematically analyze and critically discuss questions of ethics in management and consulting • Explain the fundamental approaches of Corporate Governance & Business Ethics • Apply appropriate approaches to corporate governance and carry out hands-on implementation • Explain and recognize the relevant statutory guidelines that are used vis a vis the key stakeholders (customers, employees, suppliers).
Content	<p>This course focuses on the analysis of the latest findings in the field of strategic management and on ethical aspects of corporate activity from the perspective of professional practice.</p> <p>To this end, the course offers a broad overview of strategic management and its specific tools, such as</p> <p>The Five Forces and the supply chain analysis.</p> <p>The latest trends in this discipline are presented, e.g. the Blue Ocean strategy, Innovation and Strategy.</p> <p>Various approaches to ethics are presented. Traditional management theories such as the Principal-Agent theory and the Shareholder Value approach are explained from an ethical perspective.</p> <p>The applicability and importance of ethical management theories, such as the Stakeholder theory or the Triple Bottom Line approach, are also discussed. In particular, attention is paid to the Sustainable Development Goals (SDGs) and their implementation in economic practice.</p> <p>Next, an overview of the key corporate governance and compliance guidelines is given. Specific areas such as diversity and ethical leadership are also addressed</p>

Course Title	Basics of International Accounting
German Course Title	Basics of International Accounting
Degree Program	Executive Management/Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment / final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Describe the organization and system of international accounting • Apply IAS/IFRS to real problems • Understand and interpret the significance of the individual and group financial statement
Content	<p>Origins and principles of IAS/IFRS Organization and structure of the IASB Structure and presentation of a financial statement according to IAS/IFRS Treatment of key accounting facts: Fixed assets, intangible assets, impairment test, fair value, financial instruments, provisions, etc. Margins for analysis that an IFRS financial statement provides (also in respect of ethical aspects) Comparison to UGB and US-GAAP</p>

Course Title	Value-Based Management and Risk Management
German Course Title	Value-Based Management and Risk Management
Degree Program	Executive Management/Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Describe value-oriented key indicators • Identify risk indicators and their contribution to business management • Measure identified risks in accordance with the strategy and develop an appropriate risk management system • Perform ongoing risk assessment with the assistance of suitable tools
Content	<p>Principles of shareholder value Value-Based Management (VBM) Various key indicators of VBM Introduction of value strategies Executive management with risk indicators Value-based cost management Risk identification Risk management and risk strategy Risk management processes</p>

Course Title	Multinational Finance and Cash Management
German Course Title	Multinational Finance and Cash Management
Degree Program	Executive Management/Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment/ Final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Explain the concepts of modern finance (theory according to Modigliani/Miller, portfolio theory, CAPM & multi-factor models, option-price theory, efficiency market hypothesis) and apply the instruments of modern finance using specific examples • Portfolio construction, portfolio risk determination and budgeting Portfolio-based performance analysis, establishing hedge funds • Explain the concepts of asset evaluation and apply the evaluation methods, in particular bond evaluation and stock evaluation • Explain and apply derivative as a risk management tool • Understand the principles of financial institutions; understand and apply concepts of banking, asset/liability model and liquidity management
Content	<p>Principles of modern finance: Capital markets, money markets, institutions: Banks, stock exchanges, financial intermediaries</p> <p>Evaluation of capital market products: Assets, bonds, derivatives</p> <p>Managing risk by means of derivative</p>

Course Title	Mergers & Acquisitions
German Course Title	Mergers & Acquisitions
Degree Program	Executive Management/Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment/ Final examination, Case Study
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Create and assess scenario analyses • Identify and apply the reasons as well as the advantages and disadvantages of the individual valuation methods of corporate valuation • Identify specific occasions for valuing investments or businesses and select valuation models • Carry out the valuation of special corporate situations such as valuation in the event of losses, or valuation in restructuring cases
Content	<p>Fundamentals of corporate valuation</p> <p>DCF method</p> <p>Leasing and corporate value</p> <p>Provisions and corporate value</p> <p>Evaluation in the event of loss, capital requirements and restructuring</p> <p>Value-based controlling</p> <p>Valuation with multipliers</p>

Course Title	Microeconomics of Competitiveness
German Course Title	Microeconomics of Competitiveness
Degree Program	Executive Management/Master
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment, Presentations & Case Study, Written Elaboration of a Case
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Explain and recognize traditional and modern management concepts, where these can be applied, as well as to reflect on the implications of their management behavior • Recognize general relationships between the business environment as well as effects on the business • Recognize and analyze determinants of competition • Define clusters and their implications for strategic management at company level
Content	<p>This course focuses on the integrative discussion of the topics of Strategy and Microeconomics of Competitiveness (MoC) from the perspective of professional practice.</p> <p>To this end, the course offers a broad overview of:</p> <p>Strategic management and its specific tools, such as the Five Force or the value chain analysis</p> <p>Apart from traditional management theories such as the Principal-Agent theory and the Stakeholder vs. Shareholder Value approach, the latest trends in this discipline are also presented, e.g. the Blue Ocean strategy and relationships between strategy and innovation</p> <p>The MoC part discusses in particular determinants of the competition, both from the business perspective but also, in particular from a microeconomic perspective This includes, above all, the attractiveness of the business environment, locational circumstances, the role of clusters and their effect on the productivity and competitiveness of businesses</p> <p>Note: MoC is a course of the Affiliate Network of the Harvard Business School. The course description follows the stipulations of the Harvard Business School.</p>

Course Title	Turnaround Management and Crisis Communications
German Course Title	Turnaround Management and Crisis Communications
Degree Program	Executive Management/Master
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment, Case Study, Final Examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • Recognize signs of a crisis and the need for turnaround measures in good time, estimate the scale of the measures needed and inform the executive management • Recognize the causes of a crisis • Identify the factors leading to the success or failure of professional crisis and restructuring management approaches • Draw up a comprehensive restructuring plan and continuously evaluate its effectiveness • Take appropriate cost-reduction measures • Explore the different options for financing the restructuring process • Identify the challenges associated with corporate turnaround processes • Appraise the options for and limits of applying the concepts, methods and instruments learned during the course, and put together a restructuring plan • Give an overview of potential integrated communications strategies for addressing crises, and take steps to implement them • Give an overview of the methods and instruments of the communications process • Decide whether a company requires support at individual stages of the communication process, and if so, what kind of support, and manage external service providers
Content	<p>Definition, causes and phases of crises</p> <p>Crisis prevention (e.g. early warning systems, risk management, auditor's duty to report, etc.)</p> <p>Features of crisis and types of crisis (strategic, income, liquidity)</p> <p>Endogenous (e.g. management error, etc.) and exogenous (e.g. economic downturns, bad debts, etc.), causes of crises</p> <p>Developing crisis management measures</p> <p>Financing restructuring measures (postponing vs. sustainable restructuring solutions)</p> <p>Operative turnaround management</p> <p>Assessing the effectiveness of restructuring initiatives</p> <p>Stakeholder analysis (e.g. customers and employees) in crisis situations</p> <p>Factors leading to the success or failure of crisis and restructuring management approaches</p> <p>Causes of insolvency ((impending) payment default, overindebtedness)</p> <p>Instruments and methods of crisis communication</p> <p>Stakeholder management and communication in crisis situations, internal and external communication management in crisis situations.</p>

IV.VIII. Real Estate Management

Bachelor

Course Title	Business English 2
German Course Title	Business English 2
Degree Program	Real Estate Management/Bachelor
Credits	5 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	70 % Final exam 30 % Individual task
Course Objectives	<ul style="list-style-type: none"> • Understand specific vocabulary of relevant occupational field (oral as well as written) • Follow work-related discussions in English • Communicate and affirm a point of view in a meeting • Present and analyze figures, developments and market data by means of a graphic representation • Explain the definitions and differences of each real estate professions, nationally and internationally
Content	Thematic vocabulary (speak, read, write and listen) Write in professional contexts (for instance, e-mails, reports, summaries) (write) Property trustees careers, nationally and internationally

Course Title	English for Real Estate Professionals 2
German Course Title	Englisch für ImmobilienexpertInnen 2
Degree Program	Real Estate Management/Bachelor
Credits	5 ECTS
Semester in Curriculum	4th semester
Method of Assessment	70 % Oral exam 30 % Individual task
Course Objectives	<p>After completing this module, students will be able to:</p> <ul style="list-style-type: none"> • use complex structures in the spoken language in the real estate day-to-day professional life • identify and observe language standards and cultural differences • know and argue the work ethics (RICS, CEPI) and professional standards
Content	Conversational skills (sale, meetings etc.) Business customs Ethics in real estate field

Master

Course Title	Management
German Course Title	Management
Degree Program	Real Estate Management/Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continual assessment with oral examination on contents of all submodules HR and Organizational Development = 50% Labor Law = 50%
Course Objectives	<p>HR and Organizational Development</p> <p>Upon completion of this submodule, students are able to</p> <ul style="list-style-type: none"> • Trace the development of the concept of management • Apply the fundamentals of organizational design to specific companies • Explain managerial responsibilities and apply them in second-tier management positions <p>Labor Law</p> <p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • Describe the interaction between the social partners and the resulting effects on the economy • Describe the various forms of employment, including the different options for matters related to social security law and contributions, and make use of them on a case-by-case basis • Outline the key aspects of employment contracts, taking into account binding labor law provisions

IV.IX. Tourism & Hospitality Management

Bachelor

Course Title	Business and Academic English
German Course Title	Business and Academic English
Degree Program	Hospitality & Tourism Management/Bachelor
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment / final examination Business and Academic English (3 ECTS) Presenting 1 (2 ECTS) Oral exam (1 ECTS)
Course Objectives	<p>Upon completion of this course, students are able to:</p> <p>Topic block 1: Business and Academic English</p> <ul style="list-style-type: none"> • Understand and evaluate the key content of relevant academic texts • Summarize information from English-language academic texts appropriately in terms of language and content • Compose an academic abstract with a suitable structure and adequate legibility • Lead a discussion/business meeting using appropriate language and moderation techniques • Communicate and defend a point of view in a meeting • Participate successfully in business communications via telephone and video conferencing (with international business partners) <p>Topic block 2: Presenting 1</p> <ul style="list-style-type: none"> • Structure presentation content effectively • Prepare presentations optimally in terms of the visuals and target groups • Identify and use basic body language features <p>Topic block 3: Oral exam</p> <ul style="list-style-type: none"> • Assessing and further developing personal strengths and weaknesses • Accept and give feedback and criticism
Content	<p>Topic block 1: Business and Academic English Academic texts / journal articles, verbal and digital communication (complaint management / email correspondence), business meetings</p> <p>Topic block 2: Presenting 1 Presentation Techniques: Preparation, structure and execution of presentations, relevant media use, body language: conscious use and decoding of signals in discussion situations</p> <p>Topic block 3: Oral exam Presentation, incl. reflection of presentation skills, business meeting simulation</p>

Course Title	English for the Global Workplace
German Course Title	English for the Global Workplace
Degree Program	Hospitality & Tourism Management/Bachelor
Credits	4 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Immanent examination character / Final examination
Course Objectives	<p>After completing this course, the students are able to:</p> <ul style="list-style-type: none"> • recognise cultural differences and apply appropriate strategies to reduce/minimise cross-cultural misunderstandings. • to recognize characteristic pronunciation features of different English variants. • Identify and apply appropriate approaches to networking, sales and business opportunities.
Content	Intercultural Communication, English Variations/Pronunciation, International Networking, Preparation for the Semester Abroad

Course Title	Presenting 2
German Course Title	Presenting 2
Degree Program	Hospitality & Tourism Management/Bachelor
Credits	1 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Immanent examination character / Final examination
Course Objectives	<p>After completing this course, the students are able to:</p> <ul style="list-style-type: none"> • to use current media in a targeted way and to demonstrate a sensitisation for their application. • to professionally arrange and hold a presentation.
Content	Refreshing / deepening the contents of Presenting 1 (2nd semester)

Course Title	Sales and Negotiation Techniques
German Course Title	Sales and Negotiation Techniques
Degree Program	Hospitality & Tourism Management/Bachelor
Credits	1 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Final examination audit
Course Objectives	<p>After completing this course, the students are able:</p> <ul style="list-style-type: none"> • to identify and value personal sales as a marketing tool. • Understand the sales process for a successful sales talk and be able to handle the techniques. • To consciously use sales techniques in practice. • to recognize and understand one's own behaviour and that of the customers and to apply this knowledge. • to recognize known negotiation methods and to evaluate one's own negotiation style or to derive advantages and disadvantages from it.
Content	<p>Sales in the marketing context, communication basics and the entire sales process at a glance.</p> <p>Relationship sales instead of print sales, behavior types in the sales context (using DISC and Insights©)</p> <p>Discussion phases and processes, question and discussion techniques, customer motives - selling benefits, negotiating techniques at a glance - with a brief introduction to the Harvard method</p>

Master

Course Title	International Destination Studies 1
German Course Title	International Destination Studies 1

Degree Program	Leadership in Tourism & Hospitality/Master
Credits	4 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment (80% seminar papers, 20% online research)
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • use models and instruments for destination analysis • identify a connection between theoretical concepts and practical examples • derive strategic decisions for Austrian tourism regarding home markets based on research results • present the results of destination analyses in English
Content	<p>Analysis of tourism strategies and structures of international destinations</p> <p>Analysis of destinations as potential home markets for Austrian tourism</p> <p>Identification of concrete, innovative offers/products/marketing strategies for international tourist destinations and companies.</p>

Course Title	Innovation in Tourism
German Course Title	Innovation in Tourism

Degree Program	Leadership in Tourism & Hospitality/Master
Credits	1 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	100% written final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • describe the state of research in the area of innovation in tourism • identify international examples of innovation in tourism • evaluate structures and modes of behavior of innovative companies
Content	<p>Methods and tools for innovation measurement,</p> <p>Status quo of tourism innovation research,</p> <p>Implementation and application using tourism case studies</p>

Course Title	Technology in Tourism
German Course Title	Technology in Tourism
Degree Program	Leadership in Tourism & Hospitality/Master
Credits	1 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	100% written final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • explain and evaluate the effects and forms of digitalization in tourism. • name digital business models. • discuss security aspects of digitalization. • analyze and assess developments in digitalization
Content	Digitalization in tourism (trends & developments in digital marketing, search engine marketing, mobile and location-based marketing and distribution), digital business models, digitalization and security, virtual reality, user experience, XRM