COURSE GUIDE

Courses offered in English

Summer Semester 2022

(February – July 2022)

**FHWien der WKW
University of Applied Sciences for
Management & Communication**

www.fh-wien.ac.at

FH Wien

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Overview of courses offered in English

Summer Semester 2022
(16 Feb. – 4 July 2022)

I.   Information about the Course Guide

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 2022 from our ten Bachelor's and nine Master's programs. Detailed information on the course contents is also included.

How to select your courses?
There are three possible ways to choose your semester courses:
1. you can choose one of our **International Semester Programs (ISP)**, or
2. **create your own semester plan by choosing** from a variety of different specializations, or
3. combine an ISP with some individual courses.

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 are recommended for those** majoring in a similar program at their home university! For most of the courses offered, a communication based degree program and a high interest in media is required – please see each course individually.

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.

How many credits can I choose?
Whether you choose an ISP or choose to make your own study plan, you can choose a maximum of 35 credits as your first choice. In the Preliminary Course Selection you will be able to choose up to two backup courses.

II. International Semester Programs

We offer 8 International Semester Programs (ISP 1 to 8). 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/f	
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)	
• Leistungssteuerung und Resilienz in Sales (in German!) (ISP4f)	
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/f	
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 (IS5d)	
• Open Business (ISP5e)	
• Leistungssteuerung und Resilienz in Sales (in German!) (ISP5f)	
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/f	
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)	
• Leistungssteuerung und Resilienz in Sales (in German!) (ISP6f)	
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/f	
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)	
• Leistungssteuerung und Resilienz in Sales (in German!) (ISP7f)	
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)

II.III. Tourism & Hospitality Management (TM)

Urban Tourism and Sustainable Management (ISP 8)

This International Semester Program only includes Master's courses. To book Master's courses you need to study at Master's level at your home university.

Title: ISP 8	
Risk and Resilience Management for Urban Destination	3 ECTS
Urban Planning & Visitor Mobility	3 ECTS
Smart Cities for Sustainable Futures	6 ECTS
Data Analysis for Decision-Making & Visualizing Data	6 ECTS
Leadership Skills	4 ECTS
Strategic Sustainability & Ethics	2 ECTS
total	24 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
Behavioral Economics	4 ECTS
Blockchain Technology, Web 3.0 & Digital Innovation	4 ECTS
Brand Development & Communication	4 ECTS
Business English - Negotiations & Presentations	5 ECTS
Business Ethics	**4 ECTS**
Business Planning	3 ECTS
Business Strategy and Strategic Controlling	**5 ECTS**
Change Management	**5 ECTS**
Cross-Cultural Management	**4 ECTS**
Customer Relationship Management	4 ECTS
E-Marketing	3 ECTS
Emotional Intelligence and Empathy in Business	2 ECTS
Human Relations - Emotional Intelligence in Action	4 ECTS
Human Resource Management	4 ECTS
Industrial Marketing	4 ECTS
Innovation Management	**4 ECTS**
International Business	**5 ECTS**
International Journalism and Storytelling	4 ECTS
Media Ethics	5 ECTS
Media Strategy and Planning	5 ECTS
Modern Business Concepts	**3 ECTS**
Online Communication	4 ECTS
Project Management	4 ECTS
Public Relations, Crisis Management and Media Training	4 ECTS
Real Business Simulation	4 ECTS
Social Skills	4 ECTS

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

Bachelor	
ELECTIVES (all of them take place simultaneously – you can choose only one)	
Influencer Marketing	12 ECTS
Event Management	12 ECTS
Communication, Marketing & Sales in European Markets	12 ECTS
Mobile Marketing	12 ECTS
Open Business	12 ECTS
Leistungssteuerung und Resilienz in Sales (in German!)	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	3 ECTS
Financing	3 ECTS
Capital Markets	3 ECTS

III.V.   Human Resources & Organization (HRO)

Bachelor	
Presenting & Communicating Business Topics	2 ECTS

Master	
Strategy and Business Ethics	6 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

Master	
Entrepreneurial Journalism	2 ECTS
Writing Workshop	2 ECTS
Welcome On Air	4 ECTS
TV Production	4 ECTS

III.VII.   Management & Entrepreneurship (MGMT)

Bachelor	
Purchase, Production and Logistics	2 ECTS
Marketing	4 ECTS
Fundamentals of 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	
English for Real Estate	5 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	
Risk and Resilience Management for Urban Destination	3 ECTS
Urban Planning & Visitor Mobility	3 ECTS
Smart Cities for Sustainable Futures	6 ECTS
Data Analysis for Decision-Making & Visualizing Data	6 ECTS
Leadership Skills	4 ECTS
Strategic Sustainability & Ethics	2 ECTS

III.X. Content Production & Digital Media Management (JOCOBA)

Bachelor	
Special Topic: Media Systems	2 ECTS
Special Topic: Media Politics	2 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

<p style="text-align:center; color:red;">Compulsory Course!</p>

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

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	The following skills and communicative situations are emphasized and practiced throughout the course: • Introducing yourself and asking for someone's name • Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.) • Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs • Adequately responding to simple questions, orders, comments, announcements on the mail box, public announcements and short conversations • Extracting relevant information from public signs, classified advertisements and written short messages • How to give directions • Writing of short personal messages, postcards and short texts • Formulating of and adequately responding to commonly used requests and demands • Describing stationery used in professional life as well as a company's branches • How to book a hotel room and to notify the hotel staff of possible problems in the hotel room • How to order in a restaurant • How to make or cancel appointments • Understanding and using numbers, amounts, times and price marks • How to go shopping • Speaking about present and past happenings • Practicing of pronunciation • Getting familiar with basic grammar rules and how to use them • Giving a short presentation about yourself and your home country • Grammar: Word order; Why-questions and Yes/No Questions; definite/indefinite and negative articles, nominative, genitive, dative and accusative; pronouns, plurals and locations; modal verbs, possessive pronouns; present perfect, adjective declensions in nominative and accusative

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	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. 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.
Content	The following skills and communicative situations are emphasized and practiced throughout the course: • Introducing yourself in a professional context and describing your occupation and tasks • How to ask for information or a person on the phone and how to leave a message • Describing your professional life and talking about office work • How to make appointments for meetings via email or phone in a private and professional context • Exchanging information about work and stressful situations • How to order furniture for the office • How to book a hotel room and express specific needs related to the booking • How to book a table in a restaurant for a business meal • How to invite someone to a business meal and how to react appropriately to someone's invitation • Learning about Do's and Don'ts in business situations and about conversational topics at a business meal; how to small talk • How to thank someone for a favor and how to congratulate someone via e-mail • Talking about public transport and traffic • Talking about preparations for a business trip • How to ask for directions • Formulating of polite requests and wishes • Talking about present and past happenings • Giving a short presentation about yourself, your home country and current affairs; expressing your opinion • Grammar: nouns, personal pronouns and adjectives in all cases; present, present perfect and future; modal verbs; changing prepositions; conditional II, subordinate clauses with "weil, dass, wenn"; text grammar

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	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. 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.
Content	The following skills and communicative situations are emphasized and practiced throughout the course: • General and detailed understanding of authentic listening exercises and texts • Speaking and writing about familiar topics, personal interests as well as experiences and currents affairs • Expressing possibilities, wishes, dreams, opinions, agreements and disagreements in a conversation • Talking about time, waste of time and punctuality • Describing images and graphs • Speaking about occupations and professional skills and abilities • Describing your own occupation in the context of a presentation and naming its advantages and disadvantages • How to make/cancel professional appointments • Talking about the job market and small talking in business meetings • Writing about your occupation in an e-mail • Explaining your own reading habits and your choice of literature • Speaking and writing about various media habits (TV, internet, etc.) • Talking about advertisements and products • Comparing information; asking for details; explaining • Clearly expressing your opinion of other people • Acquiring general knowledge of the international working world; understanding professional profiles • Grammar: Reflexive verbs, prepositional verbs; subordinate clauses and related pronouns, final clauses; subjunctive II, relative clauses with "so...dass" and "statt...zu"; adjective declension, temporal relative clauses

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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	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. 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.
Content	The following skills and communicative situations are emphasized and practiced throughout the course: - 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

Degree Program	Center for International Education and Mobility (CIEM)/International Management
ECTS credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Learning in this course is through lectures (face-to-face), group work (micro-research project), and personal study.
Method of Assessment	There will be a final written exam. The final grade will depend also on a classroom group presentation on one of the covered topics. The final grade is 80% of the final exam and 20% of the group presentation.
Course Objectives	Upon completion of this course, the students should be able to • Understand better human decisions and actions • Design products and services that create more value for your customers • Get familiar with main heuristics and biases in human decisions • Develop an understanding of how behavioral economics can be used to improve individual decision making in different spheres of life, and how it can be used in economic policy making
Content	Behavioral Economics is an interdisciplinary area that employs the concepts from economics, psychology and neuroscience to gain a deeper understanding of individual behavior. The theory has important applications to finance, the organization of human resources and the labor market, consumer behavior, marketing, health, and the associated public policies: 1. What is Behavioral Economics? The death of the Homo Oeconomicus. 2. Neuroeconomics: Brain and Economic Analysis. 3. "Heuristics" and "Biasses" take decisions; simple rules for taking decisions and their consequences. 4. Prospect Theory: Anchoring and Framing; how are we influenced by others and by how the facts or questions are presented to us. Real life examples and applications of Behavioral Economics will be given during the course (a special emphasis will be given to the online application (e.g. Facebook, Amazon, Tinder, co.) of Behavioral Economics).

Course Title	Blockchain Technology, Web 3.0 & Digital Innovation
German Course Title	Blockchain Technology, Web 3.0 & Digital Innovation

Degree Program	Center for International Education and Mobility (CIEM)/International Management
ECTS credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Teaching, Distance Learning, Group Work
Method of Assessment	4 Assignments + Final Group Presentation
Course Objectives	Upon completion of this course, the students should be able to understand the role of platforms, ecosystems and networks in an ever-changing digital world, how blockchain technology works as well as the impact and implications of Web 3.0.
Content	- How Airbnb, Tesla, Facebook, Amazon & Co. shape today's (and tomorrow's) digital ecosystem - Traditional vs. always-adapting digital-driven business models - Understanding the needs of tomorrows consumer - Blockchain Technology and Applications - Cryptoassets – Focus: Bitcoin - Web 3.0 – The What, How and Why

Course Title	Brand Development & Communication
German Course Title	Brand Development & Communication

Degree Program	Center for International Education and Mobility (CIEM)/International Management
ECTS credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Combining instructor led content, group work and presentations, interactive case studies, video presentations, student research
Method of Assessment	Individual Assignment, Group Assignment, Exam
Course Objectives	Upon completion of this course, the students should be able to . Understand the value of branding to long-term business success . Describe in detail the goals and key elements of brand building . Describe the branding role of corporate culture and communication . Understand the role and importance of individual, leadership and employer branding to overall brand strategy . Analyze an assigned brand and perform a SWOT analysis . Describe the key brand strategies and cite appropriate examples . Detail their understanding of two or more of the business case studies reviewed in this course
Content	- Introduction: Goals and key elements of branding . Brand identity: Corporate and visual identity, Vision and Values . Brand types: Functional, Image, Experiential . Brand Structure, Archetypes, Personality . Brand Strategies: Positioning, Line + Brand extensions, New, Multi . Communication: Branding through all internal and external channels . Holistic branding Strategy: Personal, leadership and employer branding, branding through corporate culture and behavior . Case Studies of major brands . Group Work throughout the course: Build your own company

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	Upon completion of this course, students are able to: • communicate effectively in a variety of business situations in English (functional English) • understand and use business language phrases in English • understand the main ideas in complex texts on concrete and abstract topics • understand specialized discussions in business contexts • converse fluently and spontaneously, so that normal interactions with native speakers are possible without great difficulty in understanding for either party • express themselves clearly and in detail, verbally and in writing, on a wide range of topics; explain their position on a specific issue and list the pros and cons of alternatives • differentiate between formal and informal situations, in both spoken and written contexts, and respond appropriately to the situation • understand the characteristics of different kinds of texts, and use the correct language when producing them; tailor texts to their target audience
Content	Introductions, apologies, requests, invitations, developing conversations, prompts and responses, discussion of teleworking and modified working hours, techniques for linking and formalizing writing, identifying false friends, functional language used by the chairperson in meetings, language for signposting presentations, use of conditional structures in business situations

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	Upon completion of this course, students are able to: • 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	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. It will also show the dos and don'ts of management from an ethical and corporate governance point of view.

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	Upon completion of this course, students are able to: • 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	Upon completion of this course, the students should be able • to see the differences between operational and strategic management within a corporation • to understand the different stages of strategic decisions (corporate, business unit, functional) • to understand the 'stakeholder'-concept and what the players in the near/far environment give to/want from the corporation • to show that they have acquired competences to use and apply the most important concepts of strategic analysis
Content	Business Management – What is it, what business are we in? • 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

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	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. The students will be asked to submit short synopsis of significant articles provided through the Moodle site. 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
Course Objectives	• 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	The course aims to: • provide students with a conceptual, theoretical and practical knowledge of intercultural management • concepts and theory • review existing literature and theory in the field of inter- and cross-cultural management • understand the challenges of intercultural management • help participants to understand the theoretical foundation of managing an international workforce in a multinational corporation, its processes, tools and implementation within corporations • discuss the relevance of diversity in multinational corporations and during internationalization processes • provide a basic foundation to enable the student to understand, analyze and make appropriate strategic choices in a multi-cultural workplace and to apply intercultural skills in concrete situations
Content	The concept of culture Cultural differences and concepts Culture shock and stress Cross-cultural management styles, communication, and leadership

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	The course aims to: • gain a basic understanding of the theory of Customer Relationship Management and to be able to define a CRM strategy for real-life case studies.
Content	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

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	Upon completion of this course, students will be able to: • 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	Content of the subject will include: Web analytics Search engine optimization Paid search marketing Online advertising E-mail marketing Social media marketing Online reputation management

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	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. 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	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.

Course Title	Human Relations – Emotional Intelligence in Action
German Course Title	Human Relations – Emotional Intelligence in Action

Degree Program	Center for International Education and Mobility (CIEM)/International Management
ECTS credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Classroom discussion and experiential exercises
Method of Assessment	Personal Reflection – 20%; Participation in discussions, online lessons and contribution to learning – 20%; Group Project – 30%; Final Exam – 30%
Course Objectives	Upon completion of this course, the students should be able to: • Integrate emotional intelligence components including self awareness, self regulation, self motivation, empathy and social skills to promote strong relationships and personal development • Examine their personal leadership and identify strengths and opportunities • Use conflict resolution models and skills to address personal conflict • Use team development models, facilitation, and team performance management to create a collaborative and effective team environment • Use an intercultural lens to explore biases, privilege and perspective taking to create and maintain inclusive workplace relationships and environments
Content	The foundation for this course is developing awareness of your personal human relations skills and how these skills can directly affect the level of employee engagement in an organization and your career. Developing your ability to relate to others, increases your professional credibility and your ability to influence others and affect change in organizations. In this course we explore your emotional intelligence and develop skills that are critical for positive connections with individuals and groups. 1. Introduction to emotional intelligence and its link to business and personal success 2. Self awareness from a personality perspective 3. Self awareness from an intercultural perspective 4. Personal reflection and research 5. Facilitation – small and large group 6. Conflict Resolution model, intercultural conflict and communication skills 7. Constructive feedback – feedback that can be heard and using feedback 8. Team presentations 9. Final exam

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	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: • 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	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. 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. 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.

Course Title	**Industrial Marketing**
German Course Title	**Industrial Marketing**

Degree Program	Center for International Education and Mobility (CIEM)/International Management
ECTS credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	COURSE METHODOLOGY I am a firm believer in "active learning" that involves students in "doing things" and meditating on the things they are doing. In this course there is less emphasis on conveying information and more on developing students' skills in clarifying their own attitudes and values. In this perspective, the role of the teacher becomes that of "facilitator" for student learning. This methodology is particularly appropriate in courses on strategic applications, since on certain occasions there are no true or false answers in these matters. In the course of the class, applications to the assigned subject will be discussed and the central points will be studied in depth. An important objective in a course of this nature is to encourage the student to read publications on current topics related to the subject. Interest in the course increases when the student reads and can speak about some current event or event related to Industrial Marketing. Each class will involve a combination of presentations, class discussions, case studies, and discussion questions. The classes are designed to share the basic information of the curriculum, which consists of a combination of theory and several practical examples. Most of the information delivered during the classes will come from prescribed and recommended reading materials, practical experience, and relevant research interests. The classes will be accompanied by activities that will focus on practical experience. For this purpose, students are asked to think about such experiences when preparing for upcoming classes. However, it is advisable for students to take additional notes during classes and seek to clarify issues that have not been clear. Typically the development of the classes will have the following format: 1. Summary presentation of the bibliography assigned by a group of students. 2. Discussion and analysis of cases relevant to the subject assigned by a leading group. 3. Analysis and discussion of audiovisual material pertinent to the subject and / or to the case.
Method of Assessment	EVALUATION • Bibliography / Current Articles Presentations 20% • Midterm 30% • Cases 20% • Marketing Plan 30% How will I demonstrate my learning in this course?

	Active participation during discussion sessions and questions, writing reports, answering essay-type questions at the individual level (midterm and final exams), continuous preparation of questions and consultations for class discussion
Course Objectives	LEARNING OBJECTIVES

At the end of this module, the student will be able to:

1. Understand the theory and concepts related to industrial marketing.

2. Define the role of industrial marketing and discuss its basic concepts and explain the relationship between customer value, satisfaction, productivity and quality.

3. Understand how to develop effective industrial marketing strategies that emphasize the exchange of value between suppliers and their customers.

4. Discuss how marketing managers develop profitable customer relationships in industrial marketing.

Upon completion of the course, students will normally be able to:

• Show familiarity with the concepts of Industrial Marketing.

• Improve their skills to apply target marketing strategies in various specific industrial marketing situations.

• Develop an awareness and appreciation of research applicable to Industry Marketing.
 |
| Content | • Introduction to Business-to-Business Marketing

• The Character of Intercompany Marketing

• The Purchasing Function

• Organizational Buyer Behavior

• Market Opportunities: Current and Potential Customer Segmentation

• Design and Management of Products in Industrial Markets

• Distribution Channels Between Companies

• Establish a Dialogue with the Client

• Communication: Advertising, Fairs and Public Relations

• One-to-One Communication

• Sales and Sales Administration for B to B |

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	Upon completion of this course, students are able to • 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.

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	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. 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. Upon completion of this course, students should be able to: • 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	International Journalism & Storytelling
German Course Title	International Journalism & Storytelling

Degree Program	Center for International Education and Mobility (CIEM)/International Management
ECTS 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 introduces students to the elements of journalism and how it shapes both the public and the world we live in. It will provide both an overview of how journalism is practiced and will attempt to identify common principles that journalists of different backgrounds share and uphold when reporting different stories.
Method of Assessment	To successfully complete the module, students must • Attend class • Complete readings, come prepared and engage pro-actively in in-class discussion • Engage in group exercises • Complete homework and in-class assignments • Complete individual presentation • Complete the Final Exam • 50% Final Exam • 25% In-class presentation • 15% Homework and in-class assignment • 10% Pop quiz
Course Objectives	Upon completion of module, students will demonstrate • A clear understanding of what journalism is and its role in today's society • An ability to identify what makes a story a great story • An understanding of storytelling techniques in journalism • An understanding of the importance of facts and news verification • An understanding of collaborative journalism and citizen journalism • The ability to differentiate between fact and alternative facts • The ability to think critically and lead class discussions
Content	This module aims to provide • An introduction to the elements of journalism • An understanding of the importance of journalism and how it serves our societies • An analysis of truth and verification in news production and investigative journalism • An examination of how journalism evolved over the last decades • Knowledge of the art of story telling • An understanding of the rights and responsibility of collaborative journalism

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

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	Media Business Overview & Terminology: Relationships & Media agency role, Media terminology, Media math (metric formulas), Advertising in media Understanding the Planning Process: Media channels, Audiences/Targeting, Media measurement, Media types, Strengths & weaknesses, Advertising formats 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 Market Analysis Target Analysis Strategy & Channel Selection Setting Goals / Planning

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	After completing this course, students will be able to: • 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	Upon completion of this course, students are able to: • 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	History of online communication (incl. social media) Online communication principles & online customer journey Critically analyze & discuss how social media changed communication & society Online communication and law Online communication (incl. social media) landscape overview, facts & figures Analyze strengths, weaknesses and possibilities of various online communication tools and social media platforms Creation, integration and management of online communication Strategy, tools, advertising, measuring & monitoring

Course Title	**Project Management**
German Course Title	**Project 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	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	Planning and Starting Projects: • 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 Controlling and Closing Project: • 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. Project Leadership: • One of the most important tasks of the successful project manager is to 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	Planning and Starting Projects: • 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
- 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

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	• 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

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	After a Real Business Seminar, you will be able to • 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	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: • 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 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 • 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 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	Upon completion of this course, students are able to: • 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	Getting acquainted with other students in group exercises Presentation techniques: Preparing, structuring and giving presentations; using supplemental media Evaluation of presentation skills Personal communication: effect on others Body language: conscious use and decoding signals in conversations Rhetoric Argumentation techniques Feedback techniques Reflection on goal-oriented development and suitable application transfer

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

Bachelor

Course Title	Influencer Marketing
German Course Title	Influencer Marketing

Degree Program	COM 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	**Part 1** Upon completion of this course, students are able to: • 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 **Part 2** After completing this course, students will be able to • 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, compare and apply success measurement and tools of influencer marketing campaigns

Content	Part 1
	Social media, communication theories and models
	Forms of social media
	Social media in marketing and company communication
	Social media landscape and communication laws/seeding
	Social media as a market research tool
	Basic legal aspects of social media marketing/communication
	Analysis methods and tools in social media controlling
	Theories, methods and applied models of visual communication
	Photo/print – video/motion graphics – (info)graphics – social media images
	Research, selection, analysis and documentation of visual materials
	Legal aspects of visual communication tools
	Identification and selection of influencers
	Acquiring influencers for the company/brand
	Part 2
	Identification of relevant target groups
	Strategy and idea development in social media marketing
	Visual storytelling
	Content marketing on individual platforms / apps
	Industry-specific social media tools (B2B / B2C)
	Visual branding & images in corporate communications
	Development of an influencer marketing concept
	Designing long-term influencer relationships
	Definition of key figures for measures
	Measuring success and tools of influencer marketing campaigns

Degree Program	MARS 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	**Part 1** Upon completion of this course, students are able to: • 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 **Part 2** After completing this course, students will be able to • 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	**Part 1** Persons, facts, numbers, market Industry in Austria, market customs, industry representation, job description, training offer, qualifications, event service providers, customer relationship - client - event agency Systematization and classification Marketing - Event Marketing/Communication - Event Communication/Event

Marketing vs. Marketing Events
Basics for the use of events
Event marketing as an individual measure/as an integrated measure/in the communication mix
Purpose and function of event marketing
Event typology and specifics of different event types
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
Mechanisms of events
Success factors
Instruments for measuring success
Problem areas in practical application

Part 2
From concept to implementation plan
Spatial event design: setting and design, event design in terms of content: program and activation
Event direction, dramaturgy and staging, budgeting
Selection and assessment of suitable suppliers, briefing and management of suppliers
Basic concepts and use of event technology
Event law: authorities, laws and regulations, obligations of organizers, liability issues and event insurance
Example conception and implementation plan of an exercise in the context of a field trip

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

Degree Program	MARS 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	**Part 1** Upon completion of this course, students are able to: • 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 **Part 2** After completing this course, students will be able to • 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	**Part 1** 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

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 |

Degree Program	MARS 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	**Part 1** After completing this course, students will be able to - 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 **Part 2** After completing this course, students will be able to - 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	**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 Spendings Mobile landscape in Austria

Briefing: Steps to a successful mobile marketing campaign
Technical basics
m-Marketing main channels: Messaging
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	MARS 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	**Part 1** After completing this course, students will be able to • 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 **Part 2** After completing this course, students will be able to • 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 - 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	**Part 1** 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 **Part 2** 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

Course Title	Performance Control and Resilience in Sales
German Course Title	Leistungssteuerung und Resilienz in Sales
Taught in German	
Degree Program	MARS Bachelor
Credits	12 ECTS
Included courses (all must be taken)	• Leistungssteuerung im Vertrieb 1 (3 ECTS) • Leistungssteuerung im Vertrieb 2 (3 ECTS) • Resilienz und Selbststeuerung im Vertrieb 1 (3 ECTS) • Resilienz und Selbststeuerung im Vertrieb 2 (3 ECTS)
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment of all courses, Final exam
Course Objectives	**Performance and control in sales:** ▪ Know and interpret key figures for measuring success and performance / control in sales ▪ To understand different forms of goal in the sale as well as to evaluate and apply these for their own service provision ▪ Knowing and reproducing elements of CRM as a control tool in sales ▪ Understand the elements that drive a sales force and reflect on the associated performance measurement **Resilience and self-control in sales:** • Resilience in theory and practice • Psychological findings on mental workload • Tools and test methods for measuring resilience • Team resilience • Burn-out with a special focus on performance pressure in sales (risk factors, prevention, legal aspects of burn-out)
Content	**Performance and control in sales:** ▪ Measurement of sales success ▪ Performance control in sales ▪ Objective of the sale ▪ Basics and introduction CRM ▪ Controlling a sales team **Resilience and self-control in sales:** ▪ Understand essential elements of resilience and use them constructively to promote one's resilience ▪ Analyze and reflect on their resilience ▪ Knowing, discussing and evaluating burn-out factors - especially with regard to the increased pressure to perform in sales

Course Title	Specific Communication Topic
German Course Title	Specific Communication Topic

Degree Program	COM Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Written Final Exam, Oral Excercises
Course Objectives	Upon completion of this course, students are able to: • 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	COM Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Written Final Exam, Oral Excercises
Course Objectives	Upon completion of this course, students are able to: • 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	Language of meetings, discussions and presentations (speaking) Revision of subject-related media content (e.g. articles, videos, podcasts) (reading and listening) Topic-specific vocabulary (speaking, reading, writing and listening) Writing in professional contexts (e.g. emails, reports, summaries) (writing)

Course Title	Research Skills 2
German Course Title	Research Skills 2

Degree Program	COM Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Final Exam
Course Objectives	Upon completion of this course, students are able to: • 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	Identification of a topic and a problem with practical relevance Independent formulation of a research concept

Course Title	Qualitative Methods
German Course Title	Qualitative Methods

Degree Program	COM Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Final Exam
Course Objectives	Upon completion of this course, students are able to: • Understanding the characteristics of a qualitative research approach • Come up with a qualitative research design including sampling, data-collection and evaluation procedures
Content	Qualitative paradigm and research design Qualitative field selection and sampling Selected qualitative data-collection procedures Selected qualitative evaluation procedures

Degree Program	MARS Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment, Final Exam, Partial performance
Course Objectives	Upon completion of this course, students are able to: • 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	Introduction, socio-cultural environment, culture as moral philosophy Global marketing trends and environment International markets, market evaluation, market selection and entry International marketing strategies Ethical dimensions of international marketing International branding decisions Decision on the international marketing mix Culture in professional practice, intercultural communication, patterns in meetings, listening habits, audience expectations, leadership styles and management language Cross-cultural management, strategy and culture, integrated communication management, causal field model, actors and factor analysis as research tools Intercultural marketing communication, mobile marketing and proximity marketing, controlling instruments, communication balanced scorecard

Degree Program	COM Bachelor
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment, Concept development, Written Exam, Press Release
Course Objectives	Upon completion of this course, students are able to: • 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	Historical development of public relations (PR) Tasks, objectives and general objectives of public relations Boundaries and interplay of public relations and other communicative disciplines Sub-areas of public relations (Internal) organizational communication Social function and legitimation of public relations Professional PR associations (PRVA, PR Ethikrat, DPRG) PR codes and selected legal regulations Online PR The development of PR concepts with a focus on operational measures

Degree Program	COM Bachelor
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment, Final Exam
Course Objectives	Upon completion of this course, students are able to: • 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	Introduction to the usage and development of the Internet Core models of online and offline communication Online communication platforms Creation, integration and management of online communication Online communication tools and advertising material Measuring and monitoring Web and law

Degree Program	COM Bachelor
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment, Final Exam, Case Study
Course Objectives	Upon completion of this course, students are able to: • 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	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 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

Degree Program	COM Bachelor
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment, Final Exam, Case Study, Continuous partial performance
Course Objectives	Upon completion of this course, students are able to: • 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	Key topics in business administration and communication Reading and writing in a business context Small talk and discussions Grammar in a professional context

Degree Program	COM Bachelor
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment
Course Objectives	Upon completion of this course, students are able to: • 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	Introduction to economics (basic concepts, economic systems and schools of economic thought) Microeconomics: supply and demand, goods markets (household theory, production and cost theory); market forms (perfect markets, monopoly, oligopoly) and market equilibrium 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) Heterodox economics: beyond GDP, post-Keynesianism, neoliberalism, feminist economy, income concentration, green economy, sustainability, current issues

Course Title	Macroeconomics
German Course Title	Macroeconomics

Degree Program	COM Bachelor
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment
Course Objectives	Upon completion of this course, students are able to: • 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	National accounts and indicators (GDP and economic activity); real and financial markets (production, growth, unemployment, interest, money, inflation); IS/LM model; AD-AS model

Master

Course Title	Brand Management & Development
German Course Title	Brand Management & Development

Degree Program	COM Master
Credits	1 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Written final exam
Course Objectives	Upon completion of this course, students are able to: • 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 man-agement • 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	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

Course Title	Strategic Marketing & Performance
German Course Title	Strategic Marketing & Performance

Degree Program	COM Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Written final exam, group work
Course Objectives	Upon completion of this course, students are able to: • 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	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

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	Upon completion of this course, students are able to: • 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	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

IV.III. Digital Business (DiB)

Bachelor

Course Title	Project Work: IS Design and Implementation
German Course Title	Project Work: IS Design and Implementation

Degree Program	DiB Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/integrative module
Course Objectives	**Knowledge** Graduates are familiar with • 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 **Skills** Graduates have the necessary skills to • 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) **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.
Content	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. • 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

Degree Program	DiB Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/integrative module
Course Objectives	**Knowledge** Graduates are familiar with • 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 **Skills** Graduates have the necessary skills to • 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 asso-ciated risks, based on templates • define pathways for monitoring the achievement of these goals **Competencies** Graduates have the necessary competence to • 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	This module covers IT and information security, in particular: • 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

German Course Title	Special Topics: New World of Work

Degree Program	DiB Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/integrative module
Course Objectives	**Knowledge** Graduates are familiar with selected technical, economic, organizational, ergonomic and social aspects of the application of assistance systems in the world of work. **Skills** Graduates have the necessary skills to analyze use scenarios and design the planning and implementation of assistance systems. **Competencies** Graduates have the necessary competence to • evaluate various assistance systems in the context of actual organizational and information technical framework conditions and • prepare management decisions in this context
Content	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 assistance systems Ergonomic and scientific aspects of assistance systems Comparison, evaluation, acceptance and user tests of assistance systems Tutorials for Assistance Systems 2 (comparison, evaluation and business case, user tests)

Course Title	Accounting
German Course Title	Accounting

Degree Program	DiB Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/integrative module
Course Objectives	**Knowledge** Graduates are familiar with • 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 **Skills** Graduates have the necessary skills to • 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 **Competencies** • Graduates develop competencies that enable them to connect the skills and knowledge acquired in this module with the learning outcomes of other modules.
Content	This module covers the fundamentals of accounting: Double-entry bookkeeping and annual financial statements Cost accounting Static capital budgeting Operational business controlling

Degree Program	DiB 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	**Creative Problem Solving:** Knowledge Graduates • 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 Competencies Graduates • 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 workshops **Business and Professional English 3:** Skills and competencies: • 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 **Interdisciplinary Reflection 4:** Competencies • Graduates have the necessary competence to accept responsibility for their own professional development and the development of their fellow students **Statistics:** Knowledge • Graduates are familiar with the fundamental concepts of statistics.

	Skills Graduates have the necessary skills to • seek out mathematical/statistical solutions to challenges presented by digitalization • identify predictable elements in problems • identify patterns and structures in problems Competencies • In subsequent modules, graduates will develop the knowledge and skills acquired in this module into competencies.
Content	**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 **Business and Professional English 3:** Written & oral English language skills **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 devel-oping competence and of the learning resources used by individual students, the curriculum and the university – identification of optimization potential at both an individu-al and institutional level **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)

IV.IV. Financial Management (FIM)

Bachelor

Course Title	Principles of Corporate Finance
German Course Title	Principles of Corporate Finance

Degree Program	FIM 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 • 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
German Course Title	Financing

Degree Program	FIM 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 • 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

Degree Program	FIM 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 • 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	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

IV.V. Human Resources Management (HRO)

Bachelor

Course Title	Presenting & Communicating Business Topics
German Course Title	Presenting & Communicating Business Topics

Degree Program	HRO Bachelor
Credits	2 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Final Exam, Individual task
Course Objectives	After completing this module, the students are able to: • 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	Business English with focus on the balance sheet, financial terms, essential micro- and macroeconomic terms, marketing, sales, PR The language of meetings, discussions and moderation Language focus: Indirect speech, phrasal verbs, conditional sen-tences, descriptions of trends / graphs, idioms Formal discussions / meetings and moderation Presentation techniques

Master

Course Title	Strategy and Business Ethics
German Course Title	Strategy and Business Ethics

Degree Program	HRO Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Final examination
Course Objectives	Upon completion of this course, students are able to: • 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	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)

IV.VI. Journalism & Media Management (JOUR)

Bachelor

Course Title	Business English
German Course Title	Business English

Degree Program	JOUR Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Tutorials, written and/or oral exam
Course Objectives	After completing this module, students will be able to • 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 • Correclty apply the most common grammatical forms used in business communication
Content	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

Course Title	Issues & Trends in Anglo American Journalism
German Course Title	Issues & Trends in Anglo American Journalism

Degree Program	JOUR Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Tutorials, Project works written and/or oral exam
Course Objectives	Upon completion of this course, students are able to: • 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	Introduction to Anglo-American journalism Social, economic and sociopolitical specifics Developments, trends and their influence on Europe

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

Degree Program	JOUR Bachelor
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment (Exercises and/or project work) and/or Written Final Exam
Course Objectives	Upon completion of this course, students are able to: • 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	Fundamentals of Campaign Management, Public Affairs and Lobbying Media strategies and positioning (participatory journalism) Tactics Campaign planning and development for candidates Direct lobbying and its implications Indirect lobbying (participatory journalism, coalition building & cross lobbying) Crisis management

Master

Course Title	Entrepreneurial Journalism
German Course Title	Entrepreneurial Journalism

Degree Program	JOUR Master
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment & project
Course Objectives	Upon completion of this course, students are able to: • achieve business as well as journalistic success in the industry • write and present a business plan • plan the content and business viability of cross-media and multimedia products • appreciate the significance of market and target group analysis, and carry out basic analyses • critically reflect upon comparable media projects which they have worked on in terms of best practice, or analyze and evaluate case studies
Content	An examination of entrepreneurial journalism. In this subcategory of journalism developments such as the commercial rationalization of editorial offices and new technologies (particularly the growing significance of social media) require journalists to think strategically about their own careers in order to stand out and achieve commercial and journalistic success. Establishing themselves as their own brand requires specific knowledge, and the creation of personal business plans is becoming an increasingly important means of acquiring it.

Course Title	Writing Workshop
German Course Title	Writing Workshop

Open to students of all disciplines. A basic knowledge of communication studies and a strong interest in the media are desirable.

Degree Program	JOUR Master
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Weekly news stories 40% Materials tests 40% In-class writing, quizzes 20%
Course Objectives	• learning to write things that people will want to read • introducing students to the basic concepts of news gathering and news writing • learning and emphasis on style rules and application • understanding reporting methods • learning the basic forms of news writing, particularly the inverted pyramid news story and who what when where
Content	This course introduces students to writing in a professional environment and to the forms of writing for the English-language mass media. These forms include news and feature stories for print, online and broadcast. Work to be done outside of class (preparation, etc.) Students are asked to read an English-language newspaper and have some working knowledge of everyday news events. Method(s): How can we improve our communication skills in English by following simple rules and common sense advice? We explore these questions week by week in a lecture-tutorial format, using discussion, videos, newspapers and other visual stimuli.

Course Title	Radio & Audio/Welcome on Air
German Course Title	Radio & Audio/Welcome on Air

Open to students of all disciplines. A basic knowledge of communication studies and a strong interest in the media are desirable.

Degree Program	JOUR Master
Credits	4 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Exercises or project work and/or final exam
Course Objectives	Upon completion of this course, students are able to: • give an overview of the Austrian radio landscape • address radio-journalistic basic values in dual broadcasting • develop news for the radio • produce radio-journalistic short news reports for news programs along defined formal and quality criteria • name approaches for the production of newscasts • analyze, reflect and discuss basic relationships for the production of radio news or specific news programs/journals • name key action areas of editorial management • understand the qualitative requirements of a word room editor • evaluate and implement interviews • design diverse radio-journalistic genres • present moderations in front of the microphone • acquire practical skills in the self-propelled studio • outline editorial approaches for establishing a format radio hour
Content	This practical orientated lecture will take place in the radio studio and focuses on the production of a "drive time" broadcast, which will reach the urban Viennese area via the educational radio station Radio NJOY 91.3. The students will develop their own broadcast together with the lecturer by observing radio-journalistic quality standards, finding creative approaches and sending the programme live On Air. Therefore, the subject specific elements, the editorial organisation within the team, the research and interviewing for the radio-journalistic reports and of course presenting skills are the main topics of this radio lecture. Together with the native Speaker Chris Cummins from the most popular bilingual radio station FM4 (from the Austrian broadcasting association ORF) the students will bring their broadcast to perfection.

Course Title	TV Production/TV & Video 1
German Course Title	TV Production/TV & Video 1

Open to students of all disciplines. A basic knowledge of communication studies and a strong interest in the media are desirable.

Degree Program	JOUR Master
Credits	4 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/project work
Course Objectives	Upon completion of this course, students are able to: • Identify the specifics of the audiovisual design and to give a rough outline of how to implement them • Comply with the research requirements (pictorial material & possible settings) in their approach • Use the camera and editing program Premiere for the production of posts (technical basics) • Describe and exemplify the principles of dramaturgy and storytelling • Understand core aspects of editing and camera technology and implement them basally • Process connections cinematically
Content	• Specifics of audiovisual design • Linguistic features of audiovisual media • Dramaturgy & storytelling of TV/Video reports • Search requirements (image material & possible settings) • Cinematic processing of complex relationships • Cutting and camera technology • Make short posts

IV.VII. Management & Entrepreneurship (MGMT)

Bachelor

Course Title	Purchase, Production and Logistics
German Course Title	Purchase, Production and Logistics

Degree Program	MGMT Bachelor
Credits	2 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	Upon completion of this course, students are able to: • 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

Degree Program	MGMT Bachelor
Credits	4 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	Upon completion of this course, students are able to: • 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 Economics
German Course Title	Fundamentals of Economics

Degree Program	MGMT Bachelor
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	Upon completion of this course, students are able to: • 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	Introduction to micro-economy, markets and market behavior, market changes, market structures, demand decisions, income, political framework 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

Course Title	Fundamentals of Corporate Finance
German Course Title	Fundamentals of Corporate Finance

Degree Program	MGMT Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	Upon completion of this course, students are able to: • 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	The Time Value of Money Interest Rates Financial Markets & Capital Markets The Stock Market Monetary Markets Valuing Stocks Valuing Bonds

Course Title	Financing and Business Valuation
German Course Title	Financing and Business Valuation

Degree Program	MGMT Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	Upon completion of this course, students are able to: • 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	Financial Options Option Valuation Real Options Capital Budgeting and Valuation with Leverage Valuation and Financial Modeling Business Valuation

Master

Course Title	Strategy, Business Ethics and Sustainability
German Course Title	Strategy, Business Ethics and Sustainability

Degree Program	MGMT Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment/final examination
Course Objectives	Upon completion of this course, students are able to: • 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	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. To this end, the course offers a broad overview of strategic management and its specific tools, such as The Five Forces and the supply chain analysis. The latest trends in this discipline are presented, e.g. the Blue Ocean strategy, Innovation and Strategy. Various approaches to ethics are presented. Traditional management theories such as the Principal-Agent theory and the Shareholder Value approach are explained from an ethical perspective. The applicability and importance of ethical management theories, such as the Stakeholder theory or the Triple Bottom Line approach, are also discussed. In particular, attention is paid to the Sustainable Development Goals (SDGs) and their implementation in economic practice. Next, an overview of the key corporate governance and compliance guidelines is given. Specific areas such as diversity and ethical leadership are also addressed.

Course Title	Basics of International Accounting
German Course Title	Basics of International Accounting

Degree Program	MGMT Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment/final examination
Course Objectives	Upon completion of this course, students are able to: • 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	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

Course Title	Value-Based Management and Risk Management
German Course Title	Value-Based Management and Risk Management

Degree Program	MGMT Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Final examination
Course Objectives	Upon completion of this course, students are able to: • 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	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

Course Title	Multinational Finance and Cash Management
German Course Title	Multinational Finance and Cash Management

Degree Program	MGMT Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment/Final examination
Course Objectives	Upon completion of this course, students are able to: • 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	Principles of modern finance: Capital markets, money markets, institu-tions: Banks, stock exchanges, financial intermediaries Evaluation of capital market products: Assets, bonds, derivatives Managing risk by means of derivative

Course Title	Mergers & Acquisitions
German Course Title	Mergers & Acquisitions

Degree Program	MGMT Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment/Final examination, Case Study
Course Objectives	Upon completion of this course, students are able to: • 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	Fundamentals of corporate valuation DCF method Leasing and corporate value Provisions and corporate value Evaluation in the event of loss, capital requirements and restructuring Value-based controlling Valuation with multiplicators

Course Title	Microeconomics of Competitiveness
German Course Title	Microeconomics of Competitiveness

Degree Program	MGMT Master
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment, Presentations & Case Study, Written Elaboration of a Case
Course Objectives	Upon completion of this course, students are able to: • 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	This course focuses on the integrative discussion of the topics of Strategy and Microeconomics of Competitiveness (MoC) from the perspective of professional practice. To this end, the course offers a broad overview of Strategic management and its specific tools, such as the Five Force or the value chain analysis. Apart from traditional management theories such as the Principal-Agent theory and the Stakeholder vs. Shareholder Value approach, the latest trends in this discipline are also presented, e.g. the Blue Ocean strategy and relationships between strategy and innovation The MoC part 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. 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.

Course Title	Turnaround Management and Crisis Communications
German Course Title	Turnaround Management and Crisis Communications

Degree Program	MGMT Master
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment, Case Study, Final Examination
Course Objectives	Upon completion of this course, students are able to: • 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	Definition, causes and phases of crises Crisis prevention (e.g. early warning systems, risk management, auditor's duty to report, etc.) Features of crisis and types of crisis (strategic, income, liquidity) Endogenous (e.g. management error, etc.) and exogenous (e.g. economic downturns, bad debts, etc.), causes of crises Developing crisis management measures Financing restructuring measures (postponing vs. sustainable restructuring solutions) Operative turnaround management Assessing the effectiveness of restructuring initiatives Stakeholder analysis (e.g. customers and employees) in crisis situations Factors leading to the success or failure of crisis and restructuring management approaches Causes of insolvency ((impending) payment default, overindebtedness) Instruments and methods of crisis communication Stakeholder management and communication in crisis situations, internal and external communication management in crisis situations

IV.VIII.   Real Estate Management (REM)

Bachelor

Course Title	Business English 2
German Course Title	Business English 2

Degree Program	REM Bachelor
Credits	5 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	70% Final exam 30% Individual task
Course Objectives	- 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) Property trustees careers, nationally and internationally

Course Title	English for Real Estate Professionals 2
German Course Title	Englisch für ImmobilienexpertInnen 2

Degree Program	REM Bachelor
Credits	5 ECTS
Semester in Curriculum	4th semester
Method of Assessment	70% Oral exam 30% Individual task
Course Objectives	After completing this module, students will be able to: - 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	English for Real Estate
German Course Title	English for Real Estate

Degree Program	REM Master
Credits	5 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Integrative module; final exam (overall grade from partial performance assessment and final examination assessment in the ratio 20% to 80%)
Course Objectives	After completing this module, students will be able to communicate confidently in English in the international real estate business (focus on conversation, presentation, correspondence and negotiations)
Content	- factors that should be taken into account when making decisions about an investment project abroad - description of the general economic situation of a country and the most important economic parameters - progress of a construction project at any stage - factors that influence the value of a property - Due Diligence and Feasibility Study - Purchase/rental/loan agreement - the most important expressions from the field of financing and accounting - ethical principles in business

IV.IX. Tourism & Hospitality Management (TM)

Bachelor

Course Title	Business and Academic English
German Course Title	Business and Academic English

Degree Program	TM 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	Upon completion of this course, students are able to: **Topic block 1: Business and Academic English** • 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) **Topic block 2: Presenting 1** • Structure presentation content effectively • Prepare presentations optimally in terms of the visuals and target groups • Identify and use basic body language features **Topic block 3: Oral exam** • Assessing and further developing personal strengths and weaknesses • Accept and give feedback and criticism
Content	**Topic block 1: Business and Academic English** Academic texts/journal articles, verbal and digital communication (complaint management/email correspondence), business meetings **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 **Topic block 3: Oral exam** Presentation, incl. reflection of presentation skills, business meeting simulation

Course Title	English for the Global Workplace
German Course Title	English for the Global Workplace

Degree Program	TM Bachelor
Credits	4 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Immanent examination character/Final examination
Course Objectives	After completing this course, the students are able to: • recognize cultural differences and apply appropriate strategies to reduce/minimise cross-cultural misunderstandings • 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	TM Bachelor
Credits	1 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Immanent examination character/Final examination
Course Objectives	After completing this course, the students are able to: • use current media in a targeted way and to demonstrate a sensitisation for their application • 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	TM Bachelor
Credits	1 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Final examination audit
Course Objectives	After completing this course, the students are able: • 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	Sales in the marketing context, communication basics and the entire sales process at a glance Relationship sales instead of print sales, behavior types in the sales context (using DISC and Insights©) 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

Master

German Course Title	Risk & Resilience Management for Urban Destinations
Degree Program	TM Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Written paper (100%)
Course Objectives	Upon completion of this course, students are able to: • name the fundamentals of safety, risk and disaster management, and outline the features of destination risk management • describe the risk management process and establish and assess a risk management plan in the context of the visitor economy • outline the fundamentals of emergency and crisis management and derive and assess corresponding measures • professionally apply crisis communication and crisis management approaches and develop suitable measures for various scenarios • classify how destination resilience works and the benefits it brings, and derive, compile and assess learning experiences to develop a destination • develop strategies for dealing with complexity and apply these insights as creative potential in the visitor economy system
Content	Characteristics of safety, risk and disaster management Features of tourism risk managements (destination risk management modeling) - Risk management process - Risk management plan (taking account of all stakeholders) - Disaster management - Emergency and crisis management - Crisis communication - Crisis response - Destination resilience - Chaos and complexity research

Course Title	Urban Planning & Visitor Mobility
German Course Title	Urban Planning & Visitor Mobility
Degree Program	TM Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Written paper (100%)
Course Objectives	Upon completion of this course, students are able to: • perceive cities as constantly evolving, living systems • develop an understanding of the number of different areas of urban development and planning and shape areas of relevant to tourism in the context of the visitor economy • analyze and assess tourist mobility behavior in urban destinations, draw conclusions regarding the use of available space for the purposes of tourism, and develop these conclusions within the context of visitor economy management • assess measures in the field of visitor mobility, compare measures against examples of best practice and analyze their practical implementation
Content	Urban development and planning: - participatory urban development - architecture and urban design - urban sociology and economy - handling architectural heritage (cultural assets, World Heritage Sites, protected areas) - landscape and open space planning (urban landscape, green and open space, public space, social aspects such as accessibility, gender mainstreaming, gardens, exercise & sport), urban farming - urban district planning - geoanalysis, legal issues - spatial planning & mobility Visitor mobility: - tourist mobility behavior in general - intra-destination spatial behavior in urban settings - visitor management & control measures/systems - sustainable, multi-modal local mobility

Course Title	Smart Cities for Sustainable Futures
German Course Title	Smart Cities for Sustainable Futures
Degree Program	TM Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	The module assessment is weighted as follows: Ongoing assessment (40%) Final written assessment (60%)
Course Objectives	Upon completion of this course, students are able to: • name the fundamental characteristics of smart cities • describe the use of digital technologies for sustainable and efficient urban development • derive synergy effects for tourism development in a city • analyze best practice examples and assess their innovative content • apply the methods, standards and indicators of the smart city concept to a tourist destination
Content	• Characteristics of smart cities • Use of digital technologies for sustainable and efficient urban development • Management of smart city projects • Synergy effects of smart city standards • Indicators and innovations for developing a tourist destination • Analysis of international examples of best practice

Course Title	Data Analysis for Decision-Making & Visualizing Data
German Course Title	Data Analysis for Decision-Making & Visualizing Data
Degree Program	TM Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Ongoing assessment (40%) Written paper (60%)
Course Objectives	Upon completion of this module, students are able to: • apply selected methods to research urban areas and assess their strengths and weaknesses • outline application-oriented scenarios for the use of the data-driven analysis techniques • process and visualize data appropriately and present it to relevant stakeholders • derive and formulate recommendations for action, ideas, concepts and implications for management on the basis of data-driven analyses • independently carry out data analyses, demonstrating practical relevance and adhering to academic criteria, and independently carry out case studies and/or mini-research projects, either in full or in part
Content	• Advanced data-driven analysis of urban areas • Advanced statistical analysis techniques (in particular multivariate analysis methods such as factor analyses, cluster analyses and regression analyses) • Learning to use a selection of techniques to research urban spaces, such as: ➢ Mental mapping (a mental representation of a geographic area) ➢ Social network analyses ➢ Urban ethnography ➢ GABEK® (Holistic Processing of Complexity) – a PC-supported method research method to organize knowledge through qualitative text analysis and depict knowledge networks to guide decision-making processes ➢ GIS-based spatial analysis technique • Presenting and visualizing data • Preparing tables and diagrams • Designing infographics • Data-driven decision-making and deriving implications for management • Possible: Case study and/or mini-research project (e.g. analyzing an urban district from certain points of view)

Course Title	Leadership Skills
German Course Title	Leadership Skills
Degree Program	TM Master
Credits	4 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Ongoing assessment (40%)
	Written paper (60%)
Course Objectives	Upon completion of this module, students are able to:
	• name and explain leadership and motivation theories
	• describe the difference between leadership and management and transfer this to a consultation process
	• prepare for and conduct challenging discussions with stakeholders in a professional manner
Content	Overview of fundamental leadership and motivation theories
	• Management vs. leadership
	• Illustration of modern leadership styles
	Communication (with stakeholders) in consultation processes and projects
	• Discussion and moderation techniques
	• Negotiations
	• Conducting negotiations
	• Feedback
	• Dealing with resistance
	• Media training

Course Title	Strategic Sustainability & Ethics
German Course Title	Strategic Sustainability & Ethics
Degree Program	TM Master
Credits	2 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Ongoing assessment (40%)
	Written paper (60%)
Course Objectives	Upon completion of this module, students are able to:
	• draw general connections between ethics, the economy, society and politics, in particular in relation to issues of responsibility
	• systematically analyze and critically discuss ethical issues in management and consultancy
	• outline the general significance of the Sustainable Development Goals (SDGs) for the tourism sector
	• understand and describe current trends associated with sustainability management – in particular in the tourism sector, and transfer relevant approaches to sustainability into practice and implement them in an action-oriented manner
Content	• Introduction: Sustainable development and general connections between ethics, the economy, society and politics
	• Different ethical approaches, handling the ethical dimension of professional practice, especially in decision-making
	• Fundamental terms related to sustainable development, in particular the Sustainable Development Goals (SDGs) and their implementation in economic practice (in particular in tourism)
	• Current trends in sustainability management

Pls. note that a **field trip to a European city** (e.g. Ljubljana) will take place in this sub-module in order to analyze sustainability issues in a specific tourism destination.
Preliminary dates: June 23rd – June 25th, 2022
Costs: approx. € 250,- (including accommodation, transport, program)

IV.X. Content Production & Digital Media Management (JOCOBA)

Bachelor

Course Title	Special Topic: Media Systems
German Course Title	Special Topic: Media Systems

Degree Program	JOCOBA Bachelor
Credits	2 ECTS
Semester in Curriculum	6th semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	Upon completion of this module, students are able to: • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner
Content	The course focuses on developments in the media sector, exploring current topics and trends concerning structural aspects. This includes technical aspects and their impact. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).

Course Title	Special Topic: Media Politics
German Course Title	Special Topic: Media Politics

Degree Program	JOCOBA Bachelor
Credits	2 ECTS
Semester in Curriculum	6th semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	Upon completion of this module, students are able to: • 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).