

# COURSE GUIDE

Courses for incoming students offered in English

## Summer Semester 2024

(February – July 2024)

FHWien der WKW  
University of Applied Sciences for  
Management & Communication

[www.fh-wien.ac.at](http://www.fh-wien.ac.at)



# Overview of courses offered in English

## Summer Semester 2024 (16 Feb. – 1 July 2024)

<b>1 INFORMATION ABOUT THE COURSE GUIDE .....</b>	<b>3</b>
<b>2 INTERNATIONAL SEMESTER PROGRAMS (ISP) .....</b>	<b>5</b>
2.1    CIEM – INTERNATIONAL SEMESTER PROGRAMS .....	5
2.2    COMMUNICATION MANAGEMENT / MARKETING & SALES MANAGEMENT (COM, MARS) .....	6
2.3    TOURISM & HOSPITALITY MANAGEMENT (TM) .....	8
<b>3 INDIVIDUAL COURSES - OVERVIEW BY DEPARTMENT .....</b>	<b>9</b>
3.1    CIEM .....	9
3.2    COMMUNICATION MANAGEMENT / MARKETING & SALES MANAGEMENT (COM, MARS) .....	10
3.3    DIGITAL BUSINESS (DIB) .....	10
3.4    FINANCIAL MANAGEMENT (FIM) .....	10
3.5    HUMAN RESOURCES & ORGANIZATION (HRO) .....	11
3.6    JOURNALISM & MEDIA MANAGEMENT (JOUR) .....	11
3.7    CONTENT PRODUCTION & DIGITAL MEDIA MANAGEMENT (JOCABA) .....	11
3.8    MANAGEMENT & ENTREPRENEURSHIP (MGMT) .....	11
3.9    REAL ESTATE MANAGEMENT (REM) .....	12
3.10   TOURISM & HOSPITALITY MANAGEMENT (TM) .....	12
<b>4 COURSE DESCRIPTIONS (INDIVIDUAL COURSES &amp; INTERNATIONAL SEMESTER PROGRAMS) .....</b>	<b>13</b>
4.1    CENTER FOR INTERNATIONAL EDUCATION AND MOBILITY (CIEM) .....	13
4.2    COMMUNICATION MANAGEMENT / MARKETING & SALES MANAGEMENT (COM/MARS) .....	49
4.3    DIGITAL BUSINESS (DIB) .....	73
4.4    FINANCIAL MANAGEMENT (FIM) .....	80
4.5    HUMAN RESOURCES MANAGEMENT (HRO) .....	83
4.6    JOURNALISM & MEDIA MANAGEMENT (JOUR) .....	86
4.7    CONTENT PRODUCTION & DIGITAL MEDIA MANAGEMENT (JOCABA) .....	90
4.8    MANAGEMENT & ENTREPRENEURSHIP (MGMT) .....	93
4.9    REAL ESTATE MANAGEMENT (REM) .....	104
4.10   TOURISM & HOSPITALITY MANAGEMENT (TM) .....	105

# 1 Information about the Course Guide

In this Course Guide you will find all of the courses taught in English in summer semester 2024 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 the **International Semester Programs (ISP)**, or
2. **create your own study plan** by choosing courses from CIEM and/or the degree programs, or
3. combine an ISP with some individual courses.

## 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 selected individual courses only.
- 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 2. A detailed description of the courses can be found in Chapter 4.

## 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 clashes, which we will discuss with you during Virtual Orientation Week. All selectable courses for your study plan are listed in chapter 3. In chapter 4 you will find a detailed description of these courses.

Please check each course description for any specific registration requirements.

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 look at 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 2 describes all International Semester Programs (ISP); chapter 3 provides an overview of all individual courses. Detailed course descriptions (of the courses listed in chapters 2 and 3) can be found in chapter 4. 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 compose your own study plan, you can choose a maximum of 35 credits. In the Preliminary Course Selection, you will be able to choose up to two backup courses.

### German courses

All CIEM German courses are free of charge and are held by native speakers. If you are a complete beginner, choose an A1/1 course. If you have some knowledge of German, pick the course that you think best suits your level.

### How can you assess your German level:

Do the self-assessment test at <https://www.hueber.de/menschen/einstufungstest> or <https://academy.europa.eu/>.

In the first unit, the lecturer will ascertain whether the course level is the right one for you. If it is not, you can change over to another group.

### Information for your (Digital) Learning Agreement:

#### Receiving institution:

Name: FHWien der WKW  
Faculty/Department: CIEM (Center for International Education and Mobility)  
Erasmus Code: A WIEN21  
Country: Austria

#### Administrative contact person:

E-mail address of the administrative contact person: [ista@fh-wien.ac.at](mailto:ista@fh-wien.ac.at)  
Position of the administrative contact person: Office Manager

#### Responsible person at the receiving institution:

E-mail address of the responsible Person: [ista@fh-wien.ac.at](mailto:ista@fh-wien.ac.at)  
Barbara Zimmer, Head of CIEM

## 2 International Semester Programs (ISP)

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 4 for detailed course descriptions.

### 2.1 CIEM – International Semester Programs

#### International Business 1 (ISP 1)

This International Semester Program is recommended for students at higher **Bachelor's or Master's level**.

Title: ISP 1	
Business Ethics	4 ECTS
Business Strategy and Strategic Controlling	5 ECTS
Change Management – Theory and Practice	5 ECTS
Cross-Cultural Management	4 ECTS
Innovation Management*	4 ECTS
International Business	5 ECTS
Modern Business Concepts	3 ECTS
<b>total</b>	<b>30 ECTS</b>

#### International Business 2 (ISP 2)

This International Semester Program is recommended for students at higher **Bachelor's or Master's level**.

Title: ISP 2	
Business Strategy and Strategic Controlling	5 ECTS
Change Management – Theory and Practice	5 ECTS
Cross-Cultural Management	4 ECTS
Innovation Management*	4 ECTS
International Business	5 ECTS
Modern Business Concepts	3 ECTS
<b>total</b>	<b>26 ECTS</b>

#### International Business 3 (ISP 3)

This International Semester Program is recommended for students at higher **Bachelor's or Master's level**.

Title: ISP 3	
Business Ethics	4 ECTS
Business Strategy and Strategic Controlling	5 ECTS
Cross-Cultural Management	4 ECTS
Innovation Management*	4 ECTS
International Business	5 ECTS
Modern Business Concepts	3 ECTS
<b>total</b>	<b>25 ECTS</b>

\* Please check the course description for subject-related requirements or notes.

## 2.2 Communication Management / Marketing & Sales Management (COM, MARS)

The International Semester Programs in COM/MARS comprise courses at **Bachelor's level**.

### 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)	
<b>total</b>	<b>18 ECTS</b>

#### Example:

- You decide on “Event Management” as elective: then choose the International Semester Program **ISP 4 Elective (b)**
- 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	
Business English 2	3 ECTS
International Marketing	6 ECTS
Specific Communication Topic	3 ECTS
Elective (choose one of the following):	12 ECTS
• Influencer Marketing (ISP5a)	
• Event Management (ISP5b)	
• Communication, Marketing & Sales in European Markets (ISP5c)	
• Mobile Marketing (ISP5d)	
• Open Business (ISP5e)	
• Leistungssteuerung und Resilienz in Sales (in German!) (ISP5f)	
<b>total</b>	<b>24 ECTS</b>

#### Example:

- You decide on “Event Management” as elective: then choose the International Semester Program **ISP 5 Elective (b)**
- 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	
Business English 2	3 ECTS
Specific Communication Topic	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)	
<b>total</b>	<b>18 ECTS</b>

### Example:

- You decide on “Event Management” as elective: Then choose the International Semester Program **ISP 6 Elective (b)**
- 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)	
<b>total</b>	<b>21 ECTS</b>

### Example:

- You decide on “Event Management” as elective: then choose the International Semester Program **ISP 7 Elective (b)**
- This means you will take the following courses: “International Marketing” (6 ECTS), “Specific Communication Topic” (3 ECTS) and “Event Management” (12 ECTS)

## 2.3 Tourism & Hospitality Management (TM)

### Urban Tourism and Sustainable Management (ISP 8)

This International Semester Program in TM comprises courses at **Master's level**. To book Master's courses you need to study at Master's level at your home university.

Title: ISP 8	
Data Analysis for Decision-Making & Visualizing Data	6 ECTS
Leadership Skills	4 ECTS
Risk and Resilience Management for Urban Destination	3 ECTS
Smart Cities for Sustainable Futures	6 ECTS
Strategic Sustainability & Ethics *	2 ECTS
Urban Planning & Visitor Mobility	3 ECTS
<b>total</b>	<b>24 ECTS</b>

---

\* Please check the course description for subject-related requirements or notes.



## 3 Individual Courses - Overview by Department

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

### 3.1 CIEM

Austrian Culture & More	1 ECTS
A1/1 German Language	4 ECTS
A1/2 German Language*	4 ECTS
A2 German Language	4 ECTS
B1 German Language	4 ECTS
Airbnb, Spotify & Co.: Digital Business Models and Strategy	5 ECTS
Applied Ethics – From Media to Medicine	5 ECTS
Brand Development & Communication	4 ECTS
Business English - Negotiations & Presentations	5 ECTS
<b>Business Ethics</b>	<b>4 ECTS</b>
Business Planning	3 ECTS
<b>Business Strategy and Strategic Controlling</b>	<b>5 ECTS</b>
B2B Marketing	4 ECTS
<b>Change Management – Theory and Practice</b>	<b>5 ECTS</b>
<b>Cross-Cultural Management</b>	<b>4 ECTS</b>
Digital Marketing Strategies	4 ECTS
eMarketing	3 ECTS
Emotional Intelligence and Empathy in Leadership	2 ECTS
Human Relations - Emotional Intelligence in Action	4 ECTS
Human Resource Management	4 ECTS
<b>Innovation Management*</b>	<b>4 ECTS</b>
<b>International Business</b>	<b>5 ECTS</b>
International Financial Management	4 ECTS
International Journalism and Storytelling	4 ECTS
Introduction to Customer Relationship Management	4 ECTS
Investment and Finance	4 ECTS
Media Strategy and Planning	5 ECTS
<b>Modern Business Concepts</b>	<b>3 ECTS</b>
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

\* Please check the course description for subject-related requirements or notes.

## 3.2 Communication Management / Marketing & Sales Management (COM, MARS)

Bachelor	
<b>ELECTIVES (all of them take place simultaneously – you can choose only one)</b>	
• 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
<b>Business English 2</b>	<b>3 ECTS</b>
English for Professional Purposes II	3 ECTS
Intercultural Applications	1 ECTS
<b>International Marketing</b>	<b>6 ECTS</b>
Public Relations	3 ECTS
Qualitative Methods	3 ECTS
Research Skills 2	3 ECTS
<b>Specific Communication Topic</b>	<b>3 ECTS</b>
Master	
Brand Management & Development & Content Strategy	2 ECTS
Brand Development	3 ECTS
Customer Relationship Management	6 ECTS
Digital Brand Management	3 ECTS
Strategic Marketing & Performance	4 ECTS

## 3.3 Digital Business (DiB)

To select courses from the Digital Business (DiB) study program, **you need to choose courses worth at least 7 ECTS within Digital Business.**

You can combine them with individual courses from this Course Guide, to reach e.g. 30 ECTS credits.

Bachelor	
Accounting	6 ECTS
Business and Professional English 3	2 ECTS
Creative Problem Solving	1 ECTS
Project Work: IS Design and Implementation	6 ECTS
Special Topics: IT Security and Compliance	6 ECTS
Special Topics: Technology Assisted Work	6 ECTS
Statistics	2 ECTS

## 3.4 Financial Management (FIM)

Bachelor	
Capital Markets	3 ECTS
Cost Information and Cost Allocation	3 ECTS
Financing	3 ECTS
Principles of Corporate Finance	3 ECTS

### 3.5 Human Resources & Organization (HRO)

<b>Bachelor</b>	
English for Professional Purposes 2	2 ECTS
<b>Master</b>	
Microeconomics of Competitiveness (MOC)	3 ECTS
Strategic Change	3 ECTS

### 3.6 Journalism & Media Management (JOUR)

<b>Bachelor</b>	
Lobbying and Political Communication	2 ECTS
<b>Bachelor &amp; Master</b>	
TV & Video Magazin*	4 ECTS
Welcome On Air*	4 ECTS
Writing Workshop*	4 ECTS

### 3.7 Content Production & Digital Media Management (JOCOBA)

<b>Bachelor</b>	
Business English	3 ECTS
Journalism: Issues & Trends	3 ECTS
Special Topic: Media Politics	2 ECTS
Special Topic: Media Systems	2 ECTS

### 3.8 Management & Entrepreneurship (MGMT)

<b>Bachelor</b>	
Financing and Business Valuation	3 ECTS
Fundamentals of Corporate Finance	3 ECTS
<b>Master</b>	
Change Management	3 ECTS
Leadership	3 ECTS
Microeconomics of Competitiveness	6 ECTS
Planning and Performance Management	3 ECTS
Project Portfolio Management	2 ECTS
Risk and Stakeholder Management	2 ECTS
Strategic Sustainability Management	2 ECTS
Turnaround Management and Crisis Communication	6 ECTS
Value Based and Risk Management	3 ECTS

\* Please check the course description for subject-related requirements or notes.

### 3.9 Real Estate Management (REM)

Bachelor	
English for Real Estate Professionals 2	5 ECTS

### 3.10 Tourism & Hospitality Management (TM)

Bachelor	
English for the Global Workplace	4 ECTS
Presenting 2	1 ECTS
Sales and Negotiation Techniques	1 ECTS

Master	
Data Analysis for Decision-Making & Visualizing Data	6 ECTS
Leadership Skills	4 ECTS
Risk and Resilience Management for Urban Destination	3 ECTS
Smart Cities for Sustainable Futures	6 ECTS
Strategic Sustainability & Ethics*	2 ECTS
Tourism Futures	6 ECTS
Urban Planning & Visitor Mobility	3 ECTS

---

\* Please check the course description for subject-related requirements or notes.

## 4 Course Descriptions (Individual Courses & International Semester Programs)

### 4.1 Center for International Education and Mobility (CIEM)

Course Title	Austrian Culture & More
German Course Title	Austrian Culture & More

#### Compulsory Course!

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	1 ECTS
Content	<p>This course prepares you for your semester in Austria. We would like to make you familiar with the Austrian culture and the challenges you may face during your semester abroad. The course will focus on interactive contents where you will have the chance to get to know Austrian specific characteristics and the other exchange students as well as the similarities and differences between various cultures. Furthermore, you will get an understanding of stereotypes and reflect prejudices and the definition of “culture” and “cultural identity”.</p> <p>For this course you will receive a pass/fail, but not a letter (A-F) or standard grade (1-5).</p>

Course Title	A1/1 German Language
German Course Title	A1/1 German Language
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	Students are able to communicate in a simple manner as long as their conversational partners speak clearly and slowly, and are willing to help. The teaching aims correspond to the A1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture and the Austrian way of living.
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the course:</p> <ul style="list-style-type: none"> <li>• Introducing yourself and asking for someone's name</li> <li>• Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.)</li> <li>• Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs</li> <li>• Adequately responding to simple questions, orders, comments, announcements on the mail box, public announcements and short conversations</li> <li>• Extracting relevant information from public signs, classified advertisements and written short messages</li> <li>• How to give directions</li> <li>• Writing of short personal messages, postcards and short texts</li> <li>• Describing stationery used in professional life as well as a company's branches</li> <li>• How to book a hotel room and to notify the hotel staff of possible problems in the hotel room</li> <li>• How to order in a restaurant</li> <li>• How to make or cancel appointments</li> <li>• Understanding and using numbers, amounts, times and price marks</li> <li>• How to go shopping</li> <li>• Speaking about present and past happenings</li> <li>• Practicing of pronunciation</li> <li>• Giving a short presentation about yourself and your home country</li> <li>• 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.</li> </ul>

Course Title	A1/2 German Language
German Course Title	A1/2 German Language
Please note: The course A1/2 is aimed at slightly advanced beginners.	
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	Students are able to communicate in a simple manner as long as their conversational partners speak clearly and slowly, and are willing to help. The teaching aims correspond to the A1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture and the Austrian way of living.
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the course:</p> <ul style="list-style-type: none"> <li>• Introducing yourself and asking for someone's name</li> <li>• Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.)</li> <li>• Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs</li> <li>• Adequately responding to simple questions, orders, comments, announcements on the mailbox, public announcements and short conversations</li> <li>• Extracting relevant information from public signs, adverts and written short messages</li> <li>• How to give directions</li> <li>• Writing short personal messages, postcards and short texts</li> <li>• How to place an order in a restaurant</li> <li>• How to make or cancel appointments</li> <li>• Understanding and using numbers, amounts, times and price marks</li> <li>• Shopping</li> <li>• Speaking about present and past events</li> <li>• Pronunciation</li> <li>• Giving a short presentation about yourself and your home country.</li> <li>• 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.</li> </ul>

Course Title	A2 German Language
German Course Title	A2 German Language
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	<p>The teaching aims correspond to the A2 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living.</p> <p>Students learn to understand commonly used expressions, which are related to information about themselves and their environment (e.g. family, shopping, and work). They are able to communicate in daily life situations, which involve the exchange of basic information, and topics they are familiar with. Furthermore, they also acquire the ability to describe their home country, education, their environment and situations related to basic needs. This course focuses on communicative situations of professional life.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the course:</p> <ul style="list-style-type: none"> <li>• Introducing yourself in a professional context and describing your occupation and tasks</li> <li>• How to ask for information or a person on the phone and how to leave a message</li> <li>• Describing your professional life and talking about office work</li> <li>• How to make appointments for meetings via email or phone in a private and professional context</li> <li>• Exchanging information about work and stressful situations</li> <li>• How to order furniture for the office</li> <li>• How to book a hotel room and express specific needs related to the booking</li> <li>• How to book a table in a restaurant for a business meal</li> <li>• How to invite someone to a business meal and how to react appropriately to someone's invitation</li> <li>• Learning about Do's and Don'ts in business situations and about conversational topics at a business meal; how to small talk</li> <li>• How to thank someone for a favor and how to congratulate someone via e-mail</li> <li>• Talking about public transport and traffic; talking about preparations for a business trip, asking for directions</li> <li>• Formulating of polite requests and wishes</li> <li>• Talking about present and past happenings</li> <li>• Giving a short presentation about yourself, your home country and current affairs; expressing your opinion</li> <li>• Grammar: nouns, personal pronouns and adjectives in all cases; present, present perfect and future; modal verbs; changing prepositions; conditional II, subordinate clauses with "weil, dass, wenn"; text grammar.</li> </ul>



Course Title	B1 German Language
German Course Title	B1 German Language
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	<p>The teaching aims correspond to the B1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living.</p> <p>Students learn to understand commonly used expressions, which are related to information about themselves and their environment (e.g. family, shopping, and work). They are able to communicate in daily life situations, which involve the exchange of basic information, and topics they are familiar with. Furthermore, they also acquire the ability to describe their home country, education, their environment and situations related to basic needs. This course focuses on communicative situations of professional life.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the course:</p> <ul style="list-style-type: none"> <li>• General and detailed understanding of authentic listening exercises and texts</li> <li>• Speaking and writing about familiar topics, personal interests as well as experiences and current affairs</li> <li>• Expressing possibilities, wishes, dreams, opinions, agreements and disagreements in a conversation</li> <li>• Talking about time, waste of time and punctuality</li> <li>• Describing images and graphs</li> <li>• Speaking about occupations and professional skills and abilities</li> <li>• Describing your own occupation in the context of a presentation and naming its advantages and disadvantages</li> <li>• How to make/cancel professional appointments</li> <li>• Talking about the job market and small talking in business meetings</li> <li>• Writing about your occupation in an e-mail</li> <li>• Explaining your own reading habits and your choice of literature</li> <li>• Speaking and writing about various media habits (TV, internet, etc.)</li> <li>• Talking about advertisements and products</li> <li>• Comparing information; asking for details; explaining</li> <li>• Clearly expressing your opinion of other people</li> <li>• Acquiring general knowledge of the international working world; understanding professional profiles</li> <li>• Grammar: Reflexive verbs, prepositional verbs; subordinate clauses and related pronouns, final clauses; subjunctive II, relative clauses with "so...dass" and "statt...zu"; adjective declension, temporal relative clauses</li> </ul>

Course Title	Airbnb, Spotify & Co.: Digital Business Models and Strategy
German Course Title	Airbnb, Spotify & Co.: Digital Business Models and Strategy
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	Teaching, Distance Learning, Group Work
Method of Assessment	4 Assignments + Final Group Presentation
Course Objectives	<p>Upon completion of this course, the students are able to understand and interpret:</p> <ul style="list-style-type: none"> <li>• how digital business models innovate and disrupt markets</li> <li>• the digital needs of tomorrow's consumer</li> <li>• the specific models leading digital businesses use</li> <li>• how digital business models evolve.</li> </ul>
Content	This course will provide a fundamental overview and insights into digital business models and how they create value for tomorrow's consumer. We are looking at digital business models from strategy to execution.

Course Title	Applied Ethics – From Media to Medicine
German Course Title	Applied Ethics – From Media to Medicine
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	Classroom teaching, open debates, case analysis, team presentations
Method of Assessment	Multiple Choice Test (in-class on the student's computer)
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• get an idea of moral problems of different areas (e.g.: media, economy, politics, science, technology, environment, life (sciences))</li> <li>• understand and analyze moral issues by applying different terms and concepts of ethics (e.g. "What is justice?", "What is dignity?", "What is freedom?", "Do we need moral rules?", "What do we owe each other?", "Do 'Human Rights' makes sense?", "What are positive / negative effects of economy?", "What are positive / negative effects of science and technology?", "Do animals deserve respect?", "Shall we care about the environment?")</li> <li>• use tools of applied ethics to solve moral problems in the professional context (e.g. "How to analyze and debate moral issues in different contexts (e.g. business, politics).", "How to make use of stakeholder analysis and dialogue.", "How to outline and use a code of ethics.", "How to deal with shared responsibility on the three levels (micro: individuals / middle: companies / macro: political and economic systems).", "How to blow the whistle in an ethically acceptable way.", "How to realize corporate social responsibility.", "How to treat other humans in a morally correct way.", "How to treat animals in a morally correct way.", "The value of (moral) values.", "Moral duties and how to perform them.", "The common good and how to realize it.", "Sticking to a contract.", "Finding solutions by use of an ethical discourse.")</li> </ul>
Content	<p>It offers both an overview of different areas of our modern world together with a presentation and analysis of the moral problems linked to them and tools for dealing with those problems in an ethically reflected way.</p> <p>"Media", "economy", "politics", "science", "technology", "life sciences" are the most important players of today. Their effects - positive and negative - concern all of us.</p> <ul style="list-style-type: none"> <li>• Ethics: pre- or non-philosophical answers; terms (e.g.: freedom, autonomy, justice, dignity, human rights, responsibility) and concepts (virtue ethics, deontology, utilitarianism, contract theory, discourse ethics); prisoner's dilemma; from ethics to applied ethics</li> <li>• Applied ethics / basics: "three level concept"</li> <li>• Applied ethics / different areas: media ethics, business ethics, political ethics, ethics of science and technology, environmental ethics, animal ethics, biomedical ethics.</li> </ul>

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	<p>Upon completion of this course, the students should be able to</p> <ul style="list-style-type: none"> <li>• Understand the value of branding to long-term business success</li> <li>• Describe in detail the goals and key elements of brand building</li> <li>• Describe the branding role of corporate culture and communication</li> <li>• Understand the role and importance of individual, leadership and employer branding to overall brand strategy</li> <li>• Analyze an assigned brand and perform a SWOT analysis</li> <li>• Describe the key brand strategies and cite appropriate examples</li> <li>• Detail their understanding of two or more of the business case studies reviewed in this course</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Introduction: Goals and key elements of branding</li> <li>• Brand identity: Corporate and visual identity, Vision and Values</li> <li>• Brand types: Functional, Image, Experiential</li> <li>• Brand Structure, Archetypes, Personality</li> <li>• Brand Strategies: Positioning, Line + Brand extensions, New, Multi</li> <li>• Communication: Branding through all internal and external channels</li> <li>• Holistic branding Strategy: Personal, leadership and employer branding, branding through corporate culture and behavior</li> <li>• Case Studies of major brands</li> <li>• Group Work throughout the course: Build your own company.</li> </ul>

Course Title	Business English - Negotiations & Presentations
German Course Title	Business English - Negotiations & Presentations
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment. The continuous performance assessment is based on the grades for the following topic blocks: presentation skills, rhetoric and body language (40%) and their use in the integrated final examination (final presentation: 60%) at the end of the semester.
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• communicate effectively in a variety of business situations in English (functional English)</li> <li>• understand and use business language phrases in English</li> <li>• understand the main ideas in complex texts on concrete and abstract topics</li> <li>• understand specialized discussions in business contexts</li> <li>• converse fluently and spontaneously, so that normal interactions with native speakers are possible without great difficulty in understanding for either party</li> <li>• express themselves clearly and in detail, verbally and in writing, on a wide range of topics; explain their position on a specific issue and list the pros and cons of alternatives</li> <li>• differentiate between formal and informal situations, in both spoken and written contexts, and respond appropriately to the situation</li> <li>• understand the characteristics of different kinds of texts, and use the correct language when producing them; tailor texts to their target audience</li> </ul>
Content	Introductions, apologies, requests, invitations, developing conversations, prompts and responses, discussion of teleworking and modified working hours, techniques for linking and formalizing writing, identifying false friends, functional language used by the chairperson in meetings, language for signposting presentations, use of conditional structures in business situations.

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

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

Course Title	Business Strategy and Strategic Controlling
German Course Title	Business Strategy and Strategic Controlling
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Lecture, Group work
Method of Assessment	Final examination, group work
Course Objectives	<p>Upon completion of this course, the students should be able</p> <ul style="list-style-type: none"> <li>• to see the differences between operational and strategic management within a corporation</li> <li>• to understand the different stages of strategic decisions (corporate, business unit, functional)</li> <li>• to understand the 'stakeholder'-concept and what the players in the near/far environment give to/want from the corporation</li> <li>• to show that they have acquired competences to use and apply the most important concepts of strategic analysis</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Business Management – What is it, what business are we in?</li> <li>• Analysis – Choice/Options/Implementation - Phases within the Strategy process,</li> <li>• Vision and Mission (Ashridge)</li> <li>• Goals and objectives</li> <li>• Corporate Governance (CSR, Sustainability)</li> <li>• What is the basic goal of strategic management – sustainable competitive advantage – how do we get that?</li> <li>• What are the stakeholders for company – and what are these objectives? <ul style="list-style-type: none"> <li>○ Primary (Employees, Customers, Suppliers, Competition, Shareholders)</li> <li>○ Secondary (Banks, Unions, State, Interest groups, Media, ...)</li> </ul> </li> <li>• Market-driven vs. resource-based strategy</li> <li>• What is the market providing?</li> <li>• What does the company possess (Resources &amp; Capabilities)</li> <li>• The value chain analysis</li> <li>• How can the company grow? (vertical, horizontal)</li> <li>• What is the Supply-chain (basic)</li> <li>• 'Generic' strategies (Ansoff, Porter)</li> <li>• Organizational Culture, Structure, Control Systems within an organization.</li> </ul>



Course Title	B2B Marketing
German Course Title	B2B 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	<p>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.</p> <p>In the course of the class, applications to the assigned subject will be discussed and the central points will be studied in depth.</p> <p>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.</p> <p>Each class will involve a combination of presentations, class discussions, case studies, and discussion questions.</p> <p>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.</p> <p>Typically the development of the classes will have the following format:</p> <ol style="list-style-type: none"> <li>1. Summary presentation of the bibliography assigned by a group of students.</li> <li>2. Discussion and analysis of cases relevant to the subject assigned by a leading group.</li> <li>3. Analysis and discussion of audiovisual material pertinent to the subject and / or to the case.</li> </ol>
Method of Assessment	<p><b>EVALUATION</b></p> <ul style="list-style-type: none"> <li>• Bibliography / Current Articles Presentations 20%</li> <li>• Midterm 30%</li> <li>• Cases 20%</li> <li>• Marketing Plan 30%</li> </ul> <p>How will I demonstrate my learning in this course?</p> <p>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</p>

Course Objectives	<p>At the end of this module, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the theory and concepts related to industrial marketing.</li> <li>2. Define the role of industrial marketing and discuss its basic concepts and explain the relationship between customer value, satisfaction, productivity and quality.</li> <li>3. Understand how to develop effective industrial marketing strategies that emphasize the exchange of value between suppliers and their customers.</li> <li>4. Discuss how marketing managers develop profitable customer relationships in industrial marketing.</li> </ol> <p>Upon completion of the course, students will normally be able to:</p> <ul style="list-style-type: none"> <li>• Show familiarity with the concepts of Industrial Marketing.</li> <li>• Improve their skills to apply target marketing strategies in various specific industrial marketing situations.</li> <li>• Develop an awareness and appreciation of research applicable to Industry Marketing.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Introduction to Business-to-Business Marketing</li> <li>• The Character of Intercompany Marketing</li> <li>• The Purchasing Function</li> <li>• Organizational Buyer Behavior</li> <li>• Market Opportunities: Current and Potential Customer Segmentation</li> <li>• Design and Management of Products in Industrial Markets</li> <li>• Distribution Channels Between Companies</li> <li>• Establish a Dialogue with the Client</li> <li>• Communication: Advertising, Fairs and Public Relations</li> <li>• One-to-One Communication</li> <li>• Sales and Sales Administration for B to B.</li> </ul>

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

Course Title	Cross-Cultural Management
German Course Title	Cross-Cultural Management
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Interactive lecture, experiential exercises, role plays, presentation
Method of Assessment	Final report, exam
Course Objectives	<p>The course aims to:</p> <ul style="list-style-type: none"> <li>• provide students with a conceptual, theoretical and practical knowledge of intercultural management</li> <li>• concepts and theory</li> <li>• review existing literature and theory in the field of inter- and cross-cultural management</li> <li>• understand the challenges of intercultural management</li> <li>• help participants to understand the theoretical foundation of managing an international workforce in a multinational corporation, its processes, tools and implementation within corporations</li> <li>• discuss the relevance of diversity in multinational corporations and during internationalization processes</li> <li>• provide a basic foundation to enable the student to understand, analyze and make appropriate strategic choices in a multi-cultural workplace and to apply intercultural skills in concrete situations</li> </ul>
Content	<p>The concept of culture</p> <p>Cultural differences and concepts</p> <p>Culture shock and stress</p> <p>Cross-cultural management styles, communication, and leadership.</p>

Course Title	Digital Marketing Strategies
German Course Title	Digital Marketing Strategies
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	Lectures, Class Discussions, Games, Interactive exercises and case studies upon problem definitions of existing e-commerce websites
Method of Assessment	In-class assignments related to the topics of the course such as SEO, SEM, E-Mail Marketing, Web Analytics, and Social Media Planning
Course Objectives	<p>Upon completion of this course, the students should be able to</p> <ul style="list-style-type: none"> <li>• identify the needs of customers online</li> <li>• create strategies to connect with customers</li> <li>• create, test and evaluate Internet-based marketing activities</li> <li>• understanding KPI's to measure all kind online marketing activities</li> <li>• technical and content SEO-strategy</li> <li>• determine ways to improve the ROI of advertisements</li> <li>• describe and design parts of a social media campaign plan</li> </ul>
Content	<p>Content of the subject will include:</p> <ul style="list-style-type: none"> <li>• Strategic basics</li> <li>• Web analytics (google analytics)</li> <li>• SEM - Search engine marketing including Google Ads, SEO, tools like sistrix,...</li> <li>• Social media marketing-mix</li> <li>• Online advertising &amp; E-mail marketing</li> <li>• Mix between online and offline campaigns.</li> </ul>

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

Course Title	Emotional Intelligence and Empathy in Leadership
German Course Title	Emotional Intelligence and Empathy in Leadership
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	2 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Integrated course
Method of Assessment	Immanent performance assessment
Course Objectives	<p>This course introduces students to the foundations of Emotional Intelligence (EQ) and Empathy and how they are generally manifested in the work sphere. It will specify the four core principles of EQ and how they affect decision-making processes and an individual's behaviour toward themselves and colleagues.</p> <p>This course aims to provide students with:</p> <ul style="list-style-type: none"> <li>• An introduction to human emotions</li> <li>• An understanding of how emotions influence how we think, act &amp; feel</li> <li>• The ability to read emotions in both themselves and others</li> <li>• The ability understand how EQ affects our decisions</li> <li>• The ability to both communicate and manage emotions</li> <li>• An opportunity to immerse themselves in a simulated workspace and explore emotions safely</li> </ul>
Content	<p>This course will look at the elements of human emotion, how they are expressed, how they are managed and how they influence our work decisions. By identifying emotions, students will be able to understand power-dynamics, negotiations and body language. It will also give students the opportunity to explore their own level of EQ and empathy in the work sphere during role-plays.</p>

Course Title	Human 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	<p>Upon completion of this course, the students should be able to:</p> <ul style="list-style-type: none"> <li>• Integrate emotional intelligence components including self awareness, self regulation, self motivation, empathy and social skills to promote strong relationships and personal development</li> <li>• Examine their personal leadership and identify strengths and opportunities</li> <li>• Use conflict resolution models and skills to address personal conflict</li> <li>• Use team development models, facilitation, and team performance management to create a collaborative and effective team environment</li> <li>• Use an intercultural lens to explore biases, privilege and perspective taking to create and maintain inclusive workplace relationships and environments</li> </ul>
Content	<p>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.</p> <p>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.</p> <ol style="list-style-type: none"> <li>1. Introduction to emotional intelligence and its link to business and personal success</li> <li>2. Self awareness from a personality perspective</li> <li>3. Self awareness from an intercultural perspective</li> <li>4. Personal reflection and research</li> <li>5. Facilitation – small and large group</li> <li>6. Conflict Resolution model, intercultural conflict and communication skills</li> <li>7. Constructive feedback – feedback that can be heard and using feedback</li> <li>8. Team presentations</li> <li>9. Final exam.</li> </ol>



Course Title	Human Resource Management
German Course Title	Human Resource Management
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	This course differs from the approach taken in many classes since the Professor uses Harvard Business School teaching method with its creative mix of interactive lectures, multimedia cases, discussions, role-plays and innovative assignments.
Method of Assessment	Written Exam
Course Objectives	<p>The objective of this course is to provide participants with a deeper understanding of the contemporary human resource management. After completing this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• Explain in detail some of the frameworks that underpin managing people in organizations</li> <li>• Employ these models in analyzing practical problems of human resource management</li> <li>• Describe the implications these models have for managing organizations and employees</li> </ul>
Content	<p>The management of human capital in large, established enterprises creates a range of multi-faceted challenges for the general manager. A general manager needs to understand the internal workings of a firm, how to assess and create a strategy, and how to take into account increasing globalization. While these issues are distinct, they are very much intertwined. As a result, this course will provide you with an integrated view of these challenges and show you that successful human resource management in the 21st century requires a combination of insights drawn from economics, sociology, psychology and political economy. The course has two main parts. The course starts with a session in which you will receive a roadmap for this two-day-long journey.</p> <p>The first major part of the course will deal with fundamental issues of strategy, examining issues central to the long- and short-term competitive position of an enterprise. We will develop a set of analytical frameworks that enable you to explain performance differences among firms and that provide a structure for strategic decisions in managing people to enhance firms' future competitive positions.</p> <p>The second part of the course stresses the fact that organizational life is built around a complex interplay of social forces. Networks of cooperation, group conflicts, systems of power and influence, career paths, and reward systems shape how people and organizations manage and are managed. In this part of the course, we will create a framework for analyzing the impact of these social forces on individuals, groups, and the organization. In particular, we study how to motivate and lead those you manage. Moreover, we will study how to develop and implement human resource systems that achieve competitive advantage through the management of people.</p>

Course Title	Innovation Management
German Course Title	Innovation Management
50% of the course sessions take place ONLINE.	
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Lecture, Group work, Self Experience, Practical examples
Method of Assessment	Group project/participation and written exam
Course Objectives	<p>Upon completion of this course, students are able to</p> <ul style="list-style-type: none"> <li>• Understand what innovation is about</li> <li>• Know the triggers how to stimulate ideas and avoidable pitfalls</li> <li>• Apply tools and methods to encourage the innovation process</li> <li>• Develop concepts based on generated ideas</li> </ul>
Content	This course will teach you innovation theory and provides insight into tools and methods. A strong practical focus (by self learning and excursions to top corporations) is set.

Course Title	International Business
German Course Title	International Business
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Interactive course; high level of involvement and preparation required Adult learning techniques and self-directed learning; exercises and role plays; case studies and instructional material; class discussion
Method of Assessment	Two assignments and one final written examination
Course Objectives	<p>This course is based on the premise that as national economies are merging into an interdependent, integrated global economic system, there are enormous opportunities for companies and individuals to identify opportunities and niche markets to develop small businesses in foreign countries.</p> <p>The objective of the course seeks to develop an ability to analyze international business opportunities from a strategic perspective. In addition, it aims to provide participants with the knowledge and skills to manage business in a complex and foreign environment, and provides an overview of the international economic and cultural frameworks within which international businesses have to operate.</p> <p>Upon completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• explain globalization, the drivers and the changing global economy of the 21st century, including the position of Austria in the international business context</li> <li>• recognize and explain the major international institutional and financial influences on international business operations and management</li> <li>• recognize, explain and predict the impact of cultural and environmental influences on the management of international enterprises and foreign operations</li> <li>• describe international planning and controlling practices, and apply alternative market entry options and strategies (including alliances)</li> <li>• identify and explain the main characteristics of the operations, marketing, finance, accounting and tax management and human resource functions of organizations in an international context</li> <li>• research, evaluate and select a country to prepare a profile for potential market entry</li> <li>• analyze and synthesize national and international environmental data to develop recommendations and strategy for a company or an individual market entry.</li> </ul>
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 Financial Management
German Course Title	International Financial 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 / Participation Methods
Method of Assessment	Group Work Participation, Quiz, Final Presentation
Course Objectives	The aim of this course is to enable you to form an opinion about the funding of and investing in a business model by placing it in a larger economic context with an eye on risk management. After this course, you will be able to ask the right questions about financial risks that can arise and have a toolset of possibilities to protect your business against them.
Content	<ol style="list-style-type: none"> <li>1. Basics of financial management (6TU) <ul style="list-style-type: none"> <li>• Introduction and the role of a CEO</li> <li>• International monetary systems</li> <li>• Economic key indicators</li> <li>• Corporate key ratios</li> </ul> </li> <li>2. Understanding business models (6TU) <ul style="list-style-type: none"> <li>• The Business Model Canvas</li> <li>• Types of Businesses</li> <li>• Evaluating Business Models</li> <li>• Business Model Scenarios</li> </ul> </li> <li>3. Global finance and investments (6TU) <ul style="list-style-type: none"> <li>• International finance instruments</li> <li>• Investment cases</li> <li>• Valuations and forecasts</li> <li>• FX Markets and Hedging</li> </ul> </li> <li>4. Project Business Cases (6TU) <ul style="list-style-type: none"> <li>• Project budget and resources management</li> <li>• Risk management considerations</li> <li>• Business case principles</li> <li>• Product launch metrics</li> </ul> </li> <li>5. Supplements (2TU) <ul style="list-style-type: none"> <li>• Learnings from 2008 and Covid19</li> <li>• Sustainability and the EU CSRD in international context</li> <li>• Stakeholder and frequent conflicts of interest</li> </ul> </li> <li>6. Presentations and Discussions (4TU)</li> </ol> <p>Financial management is the business task that deals with investing the available financial resources in a way that greater your business success in terms of return-on-investment (ROI). This lecture is dedicated to students who want to learn about financial management in everyday business life. The course provides an insight into the areas of activity with interactivity, practical examples and group works.</p>

---

	<p>To successfully complete the lecture, a presentation is expected. The task is to present a company or a project embedded in the context of the lecture, to indicate risks and their hedging and to give a course presentation of max. 10 minutes in front of the auditorium. Details are handed out in the 1<sup>st</sup> lecture.</p> <p>Short tests between the individual teaching sections enrich the grade by 40%.</p>
--	--

---

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	<p>To successfully complete the module, students must</p> <ul style="list-style-type: none"> <li>• Attend class</li> <li>• Complete readings, come prepared and engage pro-actively in in-class discussion</li> <li>• Engage in group exercises</li> <li>• Complete homework and in-class assignments</li> <li>• Complete individual presentation</li> <li>• Complete the Final Exam</li> </ul> <ul style="list-style-type: none"> <li>• 50% Final Exam</li> <li>• 25% In-class presentation</li> <li>• 15% Homework and in-class assignment</li> <li>• 10% Pop quiz</li> </ul>
Course Objectives	<p>Upon completion of module, students will demonstrate</p> <ul style="list-style-type: none"> <li>• A clear understanding of what journalism is and its role in today's society</li> <li>• An ability to identify what makes a story a great story</li> <li>• An understanding of storytelling techniques in journalism</li> <li>• An understanding of the importance of facts and news verification</li> <li>• An understanding of collaborative journalism and citizen journalism</li> <li>• The ability to differentiate between fact and alternative facts</li> <li>• The ability to think critically and lead class discussions</li> </ul>
Content	<p>This module aims to provide</p> <ul style="list-style-type: none"> <li>• An introduction to the elements of journalism</li> <li>• An understanding of the importance of journalism and how it serves our societies</li> <li>• An analysis of truth and verification in news production and investigative journalism</li> <li>• An examination of how journalism evolved over the last decades</li> <li>• Knowledge of the art of story telling</li> <li>• An understanding of the rights and responsibility of collaborative journalism.</li> </ul>

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

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



Course Title	Media Strategy & Planning
German Course Title	Media Strategy & Planning
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Lecture, In-class activities, Group work
Method of Assessment	On-going assignments; Final Exam in form of a presentation
Course Objectives	To provide students with a solid understanding of the media business with particular focus on strategic media planning and integrated marketing communications. The course offers both lecture and a hands-on, practical approach to media plan development.
Content	<ul style="list-style-type: none"> <li>• Media Business Overview &amp; Terminology: Relationships &amp; Media agency role, Media terminology, Media math (metric formulas), Advertising in media</li> <li>• Understanding the Planning Process: Media channels, Audiences/Targeting, Media measurement, Media types, Strengths &amp; weaknesses, Advertising formats</li> <li>• Theory, Strategies &amp; Client Brief: Briefing to execution, Planning tools and services, Media strategies by business situation, Media strategies by task, Local market media strategies, Strategic reach &amp; frequency, Strategic planning, Creative media planning, Real world barriers to media strategy</li> <li>• Market Analysis</li> <li>• Target Analysis</li> <li>• Strategy &amp; Channel Selection</li> <li>• Setting Goals / Planning.</li> </ul>

Course Title	Modern Business Concepts
German Course Title	Modern Business Concepts
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	3 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Lecture, Group work
Method of Assessment	Partial performance and/or final examination
Course Objectives	<p>After completing this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• understand Design Thinking Concept</li> <li>• explain and use Innovation Process Model</li> <li>• understand and describe the use of Design Thinking Processes in different contexts in the modern global economy</li> <li>• explain roles and use of Design Thinking Methods for Start-Ups and large companies</li> <li>• apply Design Thinking Methods</li> <li>• use E-Learning tools for the development of new products and concepts</li> </ul>
Content	Design Thinking Concept, Innovation Process Model, Design Thinking Methods, Design Thinking in Information Technology, Design Thinking for Start-Ups.

Course Title	Online Communication
German Course Title	Online Communication
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Interactive lectures with exercises, videos, discussions, examples, group work, independent study, online-test, blended learning elements, individual assignments
Method of Assessment	Online-test, active participation, continuous assessment, project works
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• Understand the history &amp; the principles of online communication</li> <li>• Recognize the relevance of online communication in the areas of external and internal communication</li> <li>• Know the key areas of application for online communication tools (e.g. website, social media, blogs, wikis, newsletters, chatbots, var. web 2.0 tools and web marketing: SEM incl. SEO and SEA, SMM incl. SMA and SMO)</li> <li>• Create an online communication strategy, know how to approach operational implementation and evaluate success of an online communication presence or campaign</li> <li>• Get a holistic understanding of online communication</li> </ul>
Content	<ul style="list-style-type: none"> <li>• History of online communication (incl. social media)</li> <li>• Online communication principles &amp; online customer journey</li> <li>• Critically analyze &amp; discuss how social media changed communication &amp; society Online communication and law</li> <li>• Online communication (incl. social media) landscape overview, facts &amp; figures Analyze strengths, weaknesses and possibilities of various online communication tools and social media platforms</li> <li>• Creation, integration and management of online communication</li> <li>• Strategy, tools, advertising, measuring &amp; monitoring.</li> </ul>

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	<p>Planning and Starting Projects:</p> <ul style="list-style-type: none"> <li>• to use current media in a targeted way and to demonstrate a sensitization for their application</li> <li>• to professionally arrange and hold a presentation</li> <li>• to identify and value personal sales as a marketing tool</li> <li>• Understand the sales process for a successful sales talk and be able to handle the techniques</li> <li>• To consciously use sales techniques in practice</li> <li>• to recognize and understand one's own behavior and that of the customers and to apply this knowledge</li> <li>• to recognize known negotiation methods and to evaluate one's own negotiation style or to derive advantages and disadvantages from it</li> </ul> <p>Controlling and Closing Project:</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p>Project Leadership:</p> <ul style="list-style-type: none"> <li>• One of the most important tasks of the successful project manager is to motivate project team members and to fully engage them in the shared goals of the project. In this training you will learn how to develop strong leadership for yourself and your team - even in the absence of formal or hierarchical authority.</li> </ul>
Content	<p>Planning and Starting Projects:</p> <ul style="list-style-type: none"> <li>• Project management as an approach to successfully running a project</li> <li>• Defining a project and creating a clear project assignment</li> <li>• Designing project start processes</li> <li>• Setting up and conducting a project kick-off workshop and a project sponsor meeting</li> <li>• Analyzing the project's context: project boundaries and project context analysis</li> <li>• Planning the scope of a project: project deliverables plan and work breakdown structure</li> <li>• Setting up timelines: project milestone plan and Gantt chart</li> <li>• Developing resource and cost plans</li> <li>• Establishing an organizational and communication structure</li> <li>• Defining work packages and allocating tasks</li> <li>• Overview: identifying and managing risks</li> </ul>

- 
- 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 organization, 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' behavior 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	<ul style="list-style-type: none"> <li>• Communication: Verbal, non-verbal, visual, electronic</li> <li>• Media and Society: National and cultural differences, influence of various channels (Student contribution)</li> <li>• Integrated Communications: Defining and creating the 'voice' of a brand or organization.</li> <li>• Public Relations: Defining PR, PR in the Marketing mix, roles in Business, Government, NGOs, Not for profit, Advocacy, Lobbying PR Strategy: Process, Tools (Eg. Proactive initiatives, Press Release, Events)</li> <li>• Planning and implementing Crisis Management: Preparation, Protocols, Stakeholder</li> <li>• Communication Media Training: Effective Communication, Messaging, Interview techniques, Dealing with the media.</li> </ul>

Course Title	Real Business Simulation
German Course Title	Real Business Simulation
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Group work
Method of Assessment	Assessment by course work
Course Objectives	<p>After a Real Business Seminar, you will be able to</p> <ul style="list-style-type: none"> <li>• understand all levels of your company and take the right management decisions</li> <li>• see the complex responsibilities of the company's success</li> <li>• understand the details of financial- and cost accounting</li> <li>• evaluate finance and investments</li> <li>• understand the needs of working aligned to the chosen strategy</li> <li>• evaluate the benefit of managerial accounting systems</li> <li>• develop your own ratios and take decisions from your information systems</li> <li>• better communicate the need for planning and budgeting</li> <li>• realize the value of your company and how to manage it</li> </ul>
Content	<p>Real Business is a management and company simulation that enables an efficient transfer of business knowledge. In an intensive seminar (2-3 days) participants work together in teams and are confronted with the most relevant topics of business administration and business management. Due to the nature of the simulation, the participants develop necessary management instruments themselves and can immediately use them in practice. This method ensures the long-term success of their learning experience. The following topics are covered in the seminar:</p> <ul style="list-style-type: none"> <li>• Accounting and Balance Sheet</li> <li>• Financial Statement Analysis and Corporate Ratios</li> <li>• Cash Management and Treasury</li> <li>• Process Management and Flow of Capital</li> <li>• Finance and Investment Decisions</li> <li>• Cost Accounting</li> <li>• Marketing and Pricing</li> <li>• Strategic Management</li> <li>• Value Management and Shareholder Value</li> <li>• Company Evaluation</li> </ul> <p>Real Business is especially suited for international teams. The interaction and the intense teamwork ensure the development of a common understanding of the company. Specifically, Real Business allows for the development of</p> <ul style="list-style-type: none"> <li>• a common culture among the team</li> <li>• an understanding of different cultural backgrounds</li> <li>• a common language and communication style</li> <li>• roles as well as strengths of each participant</li> <li>• respect for different approaches in problem solving</li> <li>• Concept of risk utility function</li> <li>• Practical case study.</li> </ul>

Course Title	Social Skills
German Course Title	Social Skills
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment. The continuous performance assessment is based on the grades for the following topic blocks: presentation skills, rhetoric and body language (40%) and their use in the integrated final examination (final presentation: 60%) at the end of the semester.
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• Formulate expectations and objectives</li> <li>• Get to know all other students in the same year group during group exercises</li> <li>• Be familiar with responsible individuals and their function in the degree program</li> <li>• Structure presentations optimally in terms of content</li> <li>• Prepare effective presentations, both visually and in terms of the target group</li> <li>• Employ rhetorical style elements skillfully</li> <li>• Look for and find arguments systematically and based on the topic</li> <li>• Construct targeted arguments and employ them effectively</li> <li>• Engage in discussions in a professional manner</li> <li>• Reflect on their own strengths and weaknesses</li> <li>• Notice and employ basic characteristics of body language</li> <li>• Interact with others in a professional manner and behave appropriately based on the situation</li> <li>• Receive and provide feedback and constructive criticism</li> <li>• Reflect on and develop performance and capabilities</li> <li>• Employ contemporary media in a targeted fashion</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Getting acquainted with other students in group exercises</li> <li>• Presentation techniques: Preparing, structuring and giving presentations; using supplemental media</li> <li>• Evaluation of presentation skills</li> <li>• Personal communication: effect on others</li> <li>• Body language: conscious use and decoding signals in conversations</li> <li>• Rhetoric</li> <li>• Argumentation techniques</li> <li>• Feedback techniques</li> <li>• Reflection on goal-oriented development and suitable application transfer.</li> </ul>



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

Content	<p><b>Part 1</b></p> <ul style="list-style-type: none"> <li>• Social media, communication theories and models</li> <li>• Forms of social media</li> <li>• Social media in marketing and company communication</li> <li>• Social media landscape and communication laws/seeding</li> <li>• Social media as a market research tool</li> <li>• Basic legal aspects of social media marketing/communication</li> <li>• Analysis methods and tools in social media controlling</li> <li>• Theories, methods and applied models of visual communication</li> <li>• Photo/print – video/motion graphics – (info)graphics – social media images</li> <li>• Research, selection, analysis and documentation of visual materials</li> <li>• Legal aspects of visual communication tools</li> <li>• Identification and selection of influencers</li> <li>• Acquiring influencers for the company/brand</li> </ul> <p><b>Part 2</b></p> <ul style="list-style-type: none"> <li>• Identification of relevant target groups</li> <li>• Strategy and idea development in social media marketing</li> <li>• Visual storytelling</li> <li>• Content marketing on individual platforms / apps</li> <li>• Industry-specific social media tools (B2B / B2C)</li> <li>• Visual branding &amp; images in corporate communications</li> <li>• Development of an influencer marketing concept</li> <li>• Designing long-term influencer relationships</li> <li>• Definition of key figures for measures</li> <li>• Measuring success and tools of influencer marketing campaigns</li> </ul>
---------	---

Course Title	Event Management
German Course Title	Event Management
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	<p><b>Event Management 1</b></p> <p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• Know the basics of event marketing in theory and practice</li> <li>• 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</li> <li>• Consider the discipline of event communication as part of an integrated communication</li> <li>• Know points of contact and intersections of event marketing with related communication disciplines (such as fairs and exhibitions)</li> <li>• Have basic knowledge of the discipline of sponsoring</li> <li>• Gain insights into the business practice of events through numerous case studies, expert comments and field trips</li> <li>• Give an overview of the Austrian event marketing industry</li> <li>• Understand strategic and operational aspects of event marketing and event communication</li> <li>• Transfer communication strategies into the event conception and operationalize them</li> <li>• Create an event concept as part of an integrated communication concept</li> </ul> <p><b>Event Management 2</b></p> <p>After completing this course, students will be able to</p> <ul style="list-style-type: none"> <li>• Have in-depth knowledge of the discipline of event management in theory and professional practice</li> <li>• Consider and apply their knowledge of the event-specific legal areas and the features of event technology</li> <li>• in the planning and implementation of an event concept to consider and apply</li> <li>• Create event concepts strategically including planning, budgeting, implementation and evaluation of the measures and integrate these into higher-level communication concepts</li> <li>• Know processes and steps in event production</li> </ul>
Content	<p><b>Event Management 1</b></p> <ul style="list-style-type: none"> <li>• Persons, facts, numbers, market</li> <li>• Industry in Austria, market customs, industry representation, job description, training offer, qualifications, event service providers, customer relationship - client - event agency</li> <li>• Systematization and classification</li> <li>• Marketing - Event Marketing/Communication - Event Communication/Event Marketing vs. Marketing Events</li> <li>• Basics for the use of events</li> <li>• Event marketing as an individual measure/as an integrated measure/in the communication mix</li> <li>• Purpose and function of event marketing</li> </ul>

	<ul style="list-style-type: none"> <li>• Event typology and specifics of different event types</li> <li>• 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</li> <li>• Mechanisms of events</li> <li>• Success factors</li> <li>• Instruments for measuring success</li> <li>• Problem areas in practical application</li> </ul> <p><b>Event Management 2</b></p> <ul style="list-style-type: none"> <li>• From concept to implementation plan</li> <li>• Spatial event design: setting and design, event design in terms of content: program and activation</li> <li>• Event direction, dramaturgy and staging, budgeting</li> <li>• Selection and assessment of suitable suppliers, briefing and management of suppliers</li> <li>• Basic concepts and use of event technology</li> <li>• Event law: authorities, laws and regulations, obligations of organizers, liability issues and event insurance</li> <li>• Example conception and implementation plan of an exercise in the context of a field trip</li> </ul>
--	---

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)	<b>Communication, Marketing &amp; Sales in European Markets 1</b> <ul style="list-style-type: none"> <li>European Union Law</li> <li>Selected fields of European Business Law</li> </ul> <b>Communication, Marketing &amp; Sales in European Markets 2</b>
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment of all courses, Final exam
Course Objectives	<b>Communication, Marketing &amp; Sales in European Markets 1</b> Upon completion of this course, students are able to: <ul style="list-style-type: none"> <li>Understand the development of the EU and its institutional structures</li> <li>Outline the various sources of EU law</li> <li>Outline the relationship between EU law and national law</li> <li>Understand the enforcement of EU law</li> <li>Assess the fundamental freedoms and their importance for economic life in the EU</li> <li>Understand specific European areas of law that are relevant to corporate activities in communications, marketing and sales (e.g., competition law, data protection law)</li> <li>Analyze legal problems based on case studies from the perspective of the company and to come up with solutions for legally compliant entrepreneurial behavior</li> <li>Conclude the impact of the General Data Protection Regulation for a company</li> </ul> <b>Communication, Marketing &amp; Sales in European Markets 2</b> After completing this course, students will be able to <ul style="list-style-type: none"> <li>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)</li> <li>Understand economic policy solution approaches for these exemplary developments</li> <li>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)</li> <li>Assess and manage the requirements for cooperation in intercultural teams</li> </ul>
Content	<b>Communication, Marketing &amp; Sales in European Markets 1</b> <ul style="list-style-type: none"> <li>Emergence and institutions of the EU</li> <li>Sources of EU law</li> <li>Relationship between EU law and national law</li> <li>Enforcement of EU law</li> <li>Fundamental freedoms</li> <li>Competition law</li> <li>Fundamentals of Data Protection Law (Basic Data Protection Regulation)</li> <li>Legal basis of the common commercial policy</li> <li>Communications law provisions</li> </ul>

- Case studies

### **Communication, Marketing & Sales in European Markets 2**

- Societal developments in the EU (such as aging, migration), economic policy solutions and effects on communication policy, marketing and sales of companies.
- Business policy: (European) developments in the economy / politics/ society (e.g. current market regulation measures, combating corruption, alternative economic models) and the way in which companies deal with these developments (in particular communication policy, marketing and sales).
- Recent developments in trade relations (for example, current EU trade conflicts with non-EU states, intra-European issues) and the relevance of these developments for corporate communications, marketing and sales

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

	Austrian and international market Spending Mobile landscape in Austria Briefing: Steps to a successful mobile marketing campaign Technical basics m-Marketing main channels: Messaging m-Marketing main channels: Display advertising m-Marketing sub channels: Tagging, Bluetooth, Apps Legal foundation of mobile offers  <b>Mobile Marketing 2</b> 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)	<b>Open Business 1</b> <ul style="list-style-type: none"> <li>• Open Innovation</li> <li>• Crowdfunding</li> </ul> <b>Open Business 2</b> <ul style="list-style-type: none"> <li>• User Generated Branding</li> <li>• Digital Pricing</li> </ul>
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment of all courses, Final exam
Course Objectives	<b>Open Business 1</b> After completing this course, students will be able to <ul style="list-style-type: none"> <li>• Understand the organizational forms of the division of labor added value in general as well as the interactive creation of value in particular</li> <li>• Weigh the pros and cons of different possibilities of customer involvement in interactive innovation processes</li> <li>• Identify customer innovators (lead users)</li> <li>• Evaluate possible competitive advantages through open innovation</li> <li>• Adapt instruments from open innovation for selected practical examples</li> <li>• Evaluate the potential of digital media in supporting innovation processes</li> <li>• Conceive the marketing and communication measures accompanying the innovation process</li> <li>• Understand the different forms of crowdfunding (for example, different forms of performance compensation for investors)</li> <li>• Understand the perspectives of all participants in the crowdfunding process (companies, crowd investors, crowdfunding platforms)</li> <li>• Describe the ideal steps of a crowdfunding process</li> <li>• Get a market overview of crowdfunding platforms</li> <li>• Design a project application on a crowdfunding platform</li> <li>• Identify a target audience of crowd investors</li> <li>• Design marketing and communication activities for funding preparation, during the funding and after the funding</li> </ul> <b>Open Business 2</b> After completing this course, students will be able to <ul style="list-style-type: none"> <li>• Understand the changing demands on brand management through digitization</li> <li>• Develop flexible digital brand concepts</li> <li>• Plan corporate marketing forms of organization for dialogue-oriented communication with clients (for example with the help of methods of agile project management)</li> <li>• Assess the different forms of user-generated content and their significance</li> <li>• for digital brand management</li> <li>• Design marketing measures for the generation of branded user generated content</li> </ul>

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

Course Title	Performance Control and Resilience in Sales
German Course Title	Leistungssteuerung und Resilienz im Vertrieb
Taught in German!	
Degree Program	MARS Bachelor
Credits	12 ECTS
Included courses (all must be taken)	<ul style="list-style-type: none"> <li>Leistungssteuerung im Vertrieb 1 (3 ECTS)</li> <li>Leistungssteuerung im Vertrieb 2 (3 ECTS)</li> <li>Resilienz und Selbststeuerung im Vertrieb 1 (3 ECTS)</li> <li>Resilienz und Selbststeuerung im Vertrieb 2 (3 ECTS)</li> </ul>
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment of all courses, Final exam
Course Objectives	<p><b>Performance and control in sales 1-2:</b></p> <ul style="list-style-type: none"> <li>Know and interpret key figures for measuring success and performance / control in sales</li> <li>To understand different forms of goal in the sale as well as to evaluate and apply these for their own service provision</li> <li>Knowing and reproducing elements of CRM as a control tool in sales</li> <li>Understand the elements that drive a sales force and reflect on the associated performance measurement</li> </ul> <p><b>Resilience and self-control in sales 1-2:</b></p> <ul style="list-style-type: none"> <li>Resilience in theory and practice</li> <li>Psychological findings on mental workload</li> <li>Tools and test methods for measuring resilience</li> <li>Team resilience</li> <li>Burn-out with a special focus on performance pressure in sales (risk factors, prevention, legal aspects of burn-out)</li> </ul>
Content	<p><b>Performance and control in sales 1-2:</b></p> <ul style="list-style-type: none"> <li>Measurement of sales success</li> <li>Performance control in sales</li> <li>Objective of the sale</li> <li>Basics and introduction CRM</li> <li>Controlling a sales team</li> </ul> <p><b>Resilience and self-control in sales 1-2:</b></p> <ul style="list-style-type: none"> <li>Understand essential elements of resilience and use them constructively to promote one's resilience</li> <li>Analyze and reflect on their resilience</li> <li>Knowing, discussing and evaluating burn-out factors - especially with regard to the increased pressure to perform in sales</li> </ul>

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 Exercises
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• Understand subject-related media input (e.g. texts, videos, podcasts) in detail</li> <li>• Understand the specialized vocabulary of the relevant career field (oral and written)</li> <li>• Follow work-related discussions in English</li> <li>• Communicate and assert a point of view in a meeting</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Language of meetings, discussions and presentations (speaking)</li> <li>• Revision of subject-related media content (e.g. articles, videos, podcasts) (reading and listening)</li> <li>• Topic-specific vocabulary (speaking, reading, writing and listening)</li> <li>• Writing in professional contexts (e.g. emails, reports, summaries) (writing)</li> </ul>

Course Title	English for Professional Purposes II
German Course Title	English for Professional Purposes II
Degree Program	COM Bachelor
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• identify common terminology of the field of study;</li> <li>• complete productive (writing &amp; speaking), receptive (reading &amp; listening) and interactive tasks at the workplace at upper-intermediate to advanced level;</li> <li>• demonstrate employability skills in relevant English-language tasks</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• apply common terminology of the field of study;</li> <li>• demonstrate understanding of and exploit relevant business texts for a specific purpose;</li> <li>• produce complex written business texts according to prevailing standards;</li> <li>• analyze and present figures, trends, and data both orally and in writing;</li> </ul>

Course Title	Intercultural Applications
German Course Title	Intercultural Applications
Degree Program	MARS Bachelor
Credits	1 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• name cultural differences in the work and everyday context;</li> <li>• know application-related requirements in an international context;</li> <li>• deal professionally with intercultural topics and identify appropriate impacts within professional environments</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• develop a sensitivity to other cultures;</li> <li>• work with multicultural teams in a goal-oriented manner;</li> <li>• behave in a culturally appropriate manner and operate effectively in an international context;</li> </ul>

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

Course Title	Public Relations
German Course Title	Public Relations
Degree Program	COM Bachelor
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• explain sub-areas of PR and relate them to the legitimacy of PR in a social context;</li> <li>• explain requirements and forms of online PR;</li> <li>• develop and present a communication concept with a focus on common and creative operational measures as well as budgeting and evaluation.</li> </ul>
Content	<p>Upon completion of this course, students are able to</p> <ul style="list-style-type: none"> <li>• differentiate, based on communication science theories, PR from advertising/marketing communication, journalism, and propaganda;</li> <li>• show strategies for crisis communication;</li> <li>• analyze PR campaigns;</li> <li>• identify media relations tasks and write a press release;</li> <li>• identify planning steps of PR concepts and apply and implement them regarding issues;</li> </ul>



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	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• Understand the characteristics of a qualitative research approach</li> <li>• Come up with a qualitative research design including sampling, data-collection and evaluation procedures</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Qualitative paradigm and research design</li> <li>• Qualitative field selection and sampling</li> <li>• Selected qualitative data-collection procedures</li> <li>• Selected qualitative evaluation procedures</li> </ul>

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	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• Independently identify a research subject with practical relevance</li> <li>• Limit this subject to a workable problem, objective and research question</li> <li>• Work out a research concept independently</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Identification of a topic and a problem with practical relevance</li> <li>• Independent formulation of a research concept</li> </ul>

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 Exercises
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• Understand and explain a communication management topic in English;</li> <li>• discuss the topic in groups and in the year group using a wider range of specialist vocabulary</li> </ul>
Content	Working on a communication management topic in English

## Master

Course Title	Brand Development
German Course Title	Brand Development
Degree Program	MARS Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• convert brand development strategies into operational measures;</li> <li>• differentiate between phases of brand management (brand analysis, brand strategies, brand execution, and brand controlling);</li> <li>• apply the possibilities of product placement and branded entertainment for brand management;</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• name and describe theoretical models of brand theory;</li> <li>• outline forms of brand appearance;</li> <li>• explain the value of the brand to a company or organization;</li> <li>• describe models of brand architectures and brand equity models</li> <li>• develop and position brands for products, companies, or organizations and</li> <li>• integrate sustainability aspects suitable for the product or company into the brand.</li> </ul>

Course Title	Brand Management & Development & Content Strategy
German Course Title	Brand Management & Development & Content Strategy
Degree Program	COM Master
Credits	2 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• know and understand the fundamentals and terminology of brand theory in different business sectors;</li> <li>• understand the effect of a brand on both an external and internal level as part of identity-based brand management and know about brand identity models;</li> <li>• describe models of brand architectures and brand equity models;</li> <li>• discuss the significance of the corporate brand concept for business management;</li> <li>• identify content marketing strategy theories and models;</li> <li>• assess success factors for brand management in a digitized market environment;</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• differentiate between phases of brand management (brand analysis, brand strategies, brand execution, and brand controlling);</li> <li>• plan content strategies for use in brand management;</li> <li>• design and assess complex brand strategies as well as make decisions for further development.</li> </ul>

Course Title	Customer Relationship Management
German Course Title	Customer Relationship Management
Degree Program	MARS Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment. The module embeds the teaching content in an integrative manner and culminates in a seminar work.
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• understand and describe the interaction of CRM with marketing and sales;</li> <li>• map the steps of CRM conception;</li> <li>• name and compare customer care tools;</li> <li>• evaluate the areas of application of CRM for building and maintaining customer relationships;</li> <li>• separate analytical from operational CRM;</li> <li>• analyze and weigh the technical possibilities of customer databases, business intelligence solutions, and data mining;</li> <li>• reflect on the embedding of CRM in marketing and sales as well as the elements, steps, and tools of the CRM conception, and derive recommendations for action for operational and strategic decisions.</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• apply the steps of CRM conception;</li> <li>• consider the use of customer care tools and implement them in practice;</li> <li>• select and use the areas of customer relationship management specifically for the establishment and maintenance of customer relationships;</li> <li>• develop CRM strategies;</li> <li>• effectively apply the instruments of customer-oriented corporate management;</li> </ul>

Course Title	Digital Brand Management
German Course Title	Digital Brand Management
Degree Program	MARS Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• implement brand management strategies using digital communication measures;</li> <li>• use gamification strategies and measures for digital brand management;</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• describe distinctive features of digital brand management and digital brand storytelling;</li> <li>• explain the basics and functionality of data-based brand management;</li> <li>• assess the implications of digital marketing and communication tools for trademark contexts;</li> <li>• manage brands for digital products and companies with digital business models using digital communication channels.</li> </ul>

Course Title	Strategic Marketing & Performance
German Course Title	Strategic Marketing & Performance
Degree Program	COM Master
Credits	4 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• analyze and design applications of the strategic marketing planning skillset in line with different market and competitive conditions;</li> <li>• use market and sector analyses as a starting point for strategic marketing planning;</li> <li>• understand and plan the interplay between marketing strategies as part of integrated marketing in the digital competition environment;</li> <li>• explain and apply the budgeting and controlling process in marketing;</li> <li>• describe strategic and operative marketing controlling instruments and define their application areas;</li> <li>• interpret relevant marketing performance indicators;</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• understand the role and value of strategic marketing planning in a dynamic, increasingly digital competitive environment;</li> <li>• know about foundational strategic marketing concepts and methods as well as their application requirements;</li> <li>• develop marketing strategies and assess their performance</li> </ul>



## 4.3 Digital Business (DiB)

To select courses from the Digital Business (DiB) study program, **you need to choose courses worth at least 7 ECTS within Digital Business.**

You can combine them with individual courses from this Course Guide, to reach e.g. 30 ECTS credits.

### Bachelor

Course Title	Accounting
German Course Title	Accounting
To select courses from the Digital Business (DiB) study program, <b>you need to choose courses worth at least 7 ECTS within Digital Business.</b>	
Degree Program	DiB Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/integrative module
Course Objectives	<p>Knowledge</p> <p>Graduates are familiar with</p> <ul style="list-style-type: none"> <li>the structure of double-entry bookkeeping</li> <li>the function and structure of accounting records for model case studies with due consideration of company taxes</li> <li>types and functions of cost accounting</li> <li>the function and basic instruments of operational business controlling</li> </ul> <p>Skills</p> <p>Graduates have the necessary skills to</p> <ul style="list-style-type: none"> <li>read company reports and interpret them correctly on a fundamental level</li> <li>correctly and independently interpret example evaluations of the accounting of cost categories, cost centers and cost units</li> <li>apply static procedures for capital budgeting in practical case studies</li> <li>create budgets suitable for business controlling, variance analyses and forecasts for practical case studies</li> </ul> <p>Competencies</p> <ul style="list-style-type: none"> <li>Graduates develop competencies that enable them to connect the skills and knowledge acquired in this module with the learning outcomes of other modules.</li> </ul>
Content	<p>This module covers the fundamentals of accounting:</p> <p>Double-entry bookkeeping and annual financial statements</p> <p>Cost accounting</p> <p>Static capital budgeting</p> <p>Operational business controlling.</p>

Course Title	Business and Professional English 3
German Course Title	Business and Professional English 3
To select courses from the Digital Business (DiB) study program, <b>you need to choose courses worth at least 7 ECTS within Digital Business.</b>	
Degree Program	DiB Bachelor
Credits	<b>2 ECTS</b>
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment
Course Objectives	<p>On completing this module, students are able to:</p> <ul style="list-style-type: none"> <li>• deliver a convincing argument (both orally and in writing)</li> <li>• optimally structure the content of a presentation</li> <li>• present and analyze figures, trends and market data from a graphical source (both orally and in writing)</li> <li>• prepare and deliver a presentation utilizing visuals tailored to the audience as well as appropriate body language</li> <li>• receive and give feedback and critique</li> <li>• produce subject-related written documents to an appropriate standard and style</li> <li>• negotiate and reach an agreement</li> </ul>
Content	Written & oral English language skills.

Course Title	Creative Problem Solving
German Course Title	Creative Problem Solving
To select courses from the Digital Business (DiB) study program, <b>you need to choose courses worth at least 7 ECTS within Digital Business.</b>	
Degree Program	DiB Bachelor
Credits	1 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment
Course Objectives	<p>Knowledge: Graduates</p> <ul style="list-style-type: none"> <li>• are familiar with the potential, pros and cons of selected current concepts and facilitation methods for the collaborative development of innovative solutions</li> <li>• 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</li> </ul> <p>Competencies: Graduates</p> <ul style="list-style-type: none"> <li>• have the necessary competence to achieve the collaborative development of innovative solutions,</li> <li>• choose appropriate facilitation approaches and facilitators for different target groups and issues, and</li> <li>• support experienced facilitators in the planning, execution – e.g. facilitation of sub-groups – and evaluation of workshops</li> </ul>
Content	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.

Course Title	Project Work: IS Design and Implementation
German Course Title	Project Work: IS Design and Implementation
To select courses from the Digital Business (DiB) study program, <b>you need to choose courses worth at least 7 ECTS within Digital Business.</b>	
Degree Program	DiB Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/integrative module
Course Objectives	<p><b>Knowledge</b></p> <p>Graduates are familiar with</p> <ul style="list-style-type: none"> <li>• different process models for developing IS, including agile development models and processes</li> <li>• different quality models and testing procedures</li> <li>• important tasks in the operation of IS</li> </ul> <p><b>Skills</b></p> <p>Graduates have the necessary skills to</p> <ul style="list-style-type: none"> <li>• apply selected process models for developing IS, including agile models and processes</li> <li>• systematically prepare software selection decisions</li> <li>• keep track of the customizing and configuration of selected standard software</li> <li>• implement selected testing procedures</li> <li>• plan the operation of a selected IS (including training and supervising users)</li> </ul> <p><b>Competencies</b></p> <p>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.</p> <p>The main focus is the combination of information technological and organizational/commercial requirements, including planned communication with all stakeholder groups.</p>
Content	<p>This module covers the design, implementation and planning of information systems operation with reference to actual projects (e.g. for a Web CMS). This will convey the coordinated perception and functionality of product management, among other factors. This unit focusses on smaller IS and realizing these with the use of standard software.</p> <ul style="list-style-type: none"> <li>• Project planning (including selection of process models such as agile models and processes)</li> <li>• Requirements engineering or current dynamic processes</li> <li>• Procurement</li> <li>• Design</li> <li>• Implementation (especially customizing and configuration)</li> <li>• Quality assurance (including quality models, testing procedures, documentation)</li> <li>• Change management.</li> </ul>

Course Title	Special Topics: IT Security and Compliance
German Course Title	Special Topics: IT Security and Compliance
To select courses from the Digital Business (DiB) study program, <b>you need to choose courses worth at least 7 ECTS within Digital Business.</b>	
Degree Program	DiB Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/integrative module
Course Objectives	<p>Knowledge</p> <p>Graduates are familiar with</p> <ul style="list-style-type: none"> <li>• common types of risks associated with the operation and use of IS and possible technical, economical and legal consequences</li> <li>• technical and organizational strategies for risk identification and management</li> <li>• selected good practices in IT compliance regulations</li> </ul> <p>Skills</p> <p>Graduates have the necessary skills to</p> <ul style="list-style-type: none"> <li>• recognize common risks associated with the operation and use of specific IS</li> <li>• establish security objectives for these risks</li> <li>• develop proven measures to reach these objectives and comply with technical, organizational/economic and legal framework conditions</li> <li>• create specific IT compliance regulations to reduce associated risks, based on templates</li> <li>• define pathways for monitoring the achievement of these goals</li> </ul> <p>Competencies</p> <p>Graduates have the necessary competence to</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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)</li> </ul>
Content	<p>This module covers IT and information security, in particular:</p> <ul style="list-style-type: none"> <li>• Areas of risk (human error, unauthorized access, malware, targeted attacks)</li> <li>• Security objectives (confidentiality, authentication, access, data integrity, etc.)</li> <li>• Authentication procedures</li> <li>• Encryption and its mathematical basis</li> <li>• Digital signatures</li> <li>• Digital certificates</li> <li>• Rights management/access control</li> <li>• IT compliance</li> <li>• IT security tasks and operational organization.</li> </ul>

Course Title	Special Topics: Technology Assisted Work
German Course Title	Special Topics: Technology Assisted Work
To select courses from the Digital Business (DiB) study program, <b>you need to choose courses worth at least 7 ECTS within Digital Business.</b>	
Degree Program	DiB Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment/integrative module
Course Objectives	<p><b>Knowledge</b>  Graduates are familiar with selected technical, economic, organizational, ergonomic and social aspects of the application of assistance systems in the world of work.</p> <p><b>Skills</b>  Graduates have the necessary skills to analyze use scenarios and design the planning and implementation of assistance systems.</p> <p><b>Competencies</b>  Graduates have the necessary competence to</p> <ul style="list-style-type: none"> <li>• evaluate various assistance systems in the context of actual organizational and information technical framework conditions and</li> <li>• prepare management decisions in this context</li> </ul>
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	Statistics
German Course Title	Statistics
To select courses from the Digital Business (DiB) study program, you need to choose courses worth at least 7 ECTS within Digital Business.	
Degree Program	DiB Bachelor
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment
Course Objectives	<p>Knowledge</p> <ul style="list-style-type: none"> <li>• Graduates are familiar with the fundamental concepts of statistics.</li> </ul> <p>Skills</p> <p>Graduates have the necessary skills to</p> <ul style="list-style-type: none"> <li>• seek out mathematical/statistical solutions to challenges presented by digitalization</li> <li>• identify predictable elements in problems</li> <li>• identify patterns and structures in problems</li> </ul> <p>Competencies</p> <ul style="list-style-type: none"> <li>• In subsequent modules, graduates will develop the knowledge and skills acquired in this module into competencies.</li> </ul>
Content	<p>This sub-module covers the following topics, focusing on the problem-solving potential of each in the context of digitalization</p> <p>Fundamental concepts (including random experiments, probabilities, conditional probabilities, chance variables, distributions)</p> <p>Descriptive statistics (samples and probability distributions, correlations)</p> <p>(For deductive statistics, see the Research Skills module).</p>

## 4.4 Financial Management (FIM)

### Bachelor

Course Title	Capital Markets
German Course Title	Capital Markets
Degree Program	FIM Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Previous knowledge needed	Mathematics and Statistics, Financial Management, Economics
Method of Assessment	Final Exam
Course Objectives	<p>After completing this course, students will be able to</p> <ul style="list-style-type: none"><li>• Understand the connection between risk and return</li><li>• Elucidate and apply CAPM IFRS</li><li>• Understand and apply the capital structure model of Modigliani/Miller, expanded to corporate and personal taxes</li><li>• Identify and assess problems in companies, such as financial distress and principal agent problems</li><li>• Provide questions relating to the finance of a software solution and formalize the corresponding modeling (Digitization)</li></ul>
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



Course Title	Cost Information and Cost Allocation
German Course Title	Cost Information and Cost Allocation
Degree Program	FIM Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Previous knowledge needed	Controlling, Cost Accounting and Budgeting
Method of Assessment	Final Exam
Course Objectives	<p>After completing this sub-module, students will be able to</p> <ul style="list-style-type: none"> <li>• Describe the problems of fixed manufacturing costs and explain concepts for avoidance of undesired inventory accumulation</li> <li>• Explain various cost trends, in particular also non-linear (e.g. experience curve) and apply mathematically</li> <li>• Explain the concept of relevant costs and apply on the basis of concrete cases (e.g. non-repeat orders, make or buy, drop or add, keep or replace)</li> <li>• Explain methods of short-term and long-term pricing and differentiate between the market-based and cost-based calculation</li> <li>• Describe the elements of the balanced scorecard and their implementation in the organization</li> <li>• Describe and perform profitability analyses</li> <li>• Apply pricing and cost management</li> </ul>
Content	<p>Fixed manufacturing costs, variable costs and full costs, impact of chosen levels of capacity on fixed cost rates, linear and non-linear cost trends, experience curve, decision-focused cost accounting, short-term and long-term pricing decisions, target costing vs. cost plus pricing, strategy evaluation, volume, price and productivity components in results comparison over several years, productivity measurement, downsizing, methods for overheads allocation, cost unit accounting in process manufacturing or mass production, concept of balanced scorecard, profitability analyses, pricing and cost management.</p>

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

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
Previous knowledge needed	Mathematics and Statistics, Financial Management, Economics
Method of Assessment	Final Exam
Course Objectives	<p>After completing this course, students will be able to</p> <ul style="list-style-type: none"> <li>• Apply the decision-making rules of investment appraisal</li> <li>• Understand and apply the valuation models for shares and bonds</li> <li>• Model and solve financial issues using standard software - Digitization (this is included in the course book)</li> </ul>
Content	Fundamentals of investment appraisal, time value of money, interest rates, financial and capital markets, stock market, money markets, valuation of shares and bonds

## 4.5 Human Resources Management (HRO)

### Bachelor

Course Title	English for Professional Purposes 2
German Course Title	English for Professional Purposes 2
Degree Program	HRO Bachelor
Credits	2 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>After completing this module, the students are able to:</p> <ul style="list-style-type: none"><li>• identify common terminology of fundamental business topics.</li><li>• complete productive (writing &amp; speaking), receptive (reading &amp; listening) and interactive tasks at the workplace at upper-intermediate to advanced level.</li></ul>
Content	<p>After completing this module, the students are able to:</p> <ul style="list-style-type: none"><li>• apply common terminology of fundamental business topics (incl. basic terminology of sustainability);</li><li>• demonstrate understanding of and exploit relevant business texts for a specific purpose;</li><li>• analyze and present figures, trends, and data.</li></ul>

## Master

Course Title	Microeconomics of Competitiveness (MOC)
German Course Title	Microeconomics of Competitiveness (MOC)
Degree Program	HRO Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• support the transformation of the competitiveness of companies as (future) manager or decision-maker;</li> <li>• support the competitiveness of clusters and regions and link this with goals and measures of organizational and human resources development.</li> <li>• analyze case studies in the context of economic strategies in different areas;</li> <li>• analyze and assess the interaction between the micro level (entrepreneurial activity), meso level (regional clusters), and macro level (national policy) and draw conclusions regarding organizational and human resources development measures;</li> <li>• apply the knowledge in the context of a specific research project for a specific country and cluster.</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• describe state-of-the-art concepts for improving the competitiveness of businesses, sector clusters, and regions;</li> <li>• identify innovation and productivity as drivers of prosperity at corporate and regional levels;</li> <li>• outline the alignment and transformation of businesses and regions from a resource and investment-driven economy to a knowledge-driven, sustainability-oriented economy;</li> <li>• outline general interrelationships between the corporate environment and effects on the company and human resources development.</li> </ul> <p>Key teaching/learning activities: Working on and discussing case studies using the Harvard Case Teaching Methods.</p>

Course Title	Strategic Change
German Course Title	Strategic Change
Degree Program	HRO Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• initiate and implement strategic change;</li> <li>• support strategic change in organizations and link it with goals and measures of organizational and human resources development;</li> <li>• analyze the current strategic state using suitable tools, develop options for transformation, and identify implications for organizational and human resources development measures;</li> <li>• classify and critically discuss academic papers;</li> <li>• carry out application-oriented exercises in group work.</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• describe and analyze the current strategic state of a company with suitable tools;</li> <li>• identify innovations and market opportunities and develop strategic options;</li> <li>• describe the role of executives and corporate governance as change agents and discuss organizational resistance;</li> <li>• describe challenges, opportunities, and impacts of strategic change;</li> <li>• explain the interaction of corporate strategy and organizational or human resource development measures;</li> <li>• describe complex strategic problems based on theories and discuss solution opportunities in an application-oriented manner.</li> </ul>

## 4.6 Journalism & Media Management (JOUR)

### Bachelor

Course Title	Lobbying and Political Communication
German Course Title	Lobbying and Political Communication
Open to students of all disciplines. A basic knowledge of communication studies and a strong interest in the media are desirable.	
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	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• describe and discuss the meaning, function and consequences of Campaign Management, Public Affairs and Lobbying</li> <li>• describe media strategies and positioning in the sense of participatory journalism</li> <li>• understand and discuss tactics</li> <li>• understand and explain campaign planning and development for candidates</li> <li>• describe, compare and discuss direct and indirect lobbying (participatory journalism, coalition building &amp; cross lobbying) with respect to their implications</li> </ul>
Content	<p>Fundamentals of Campaign Management, Public Affairs and Lobbying</p> <p>Media strategies and positioning (participatory journalism)</p> <p>Tactics</p> <p>Campaign planning and development for candidates</p> <p>Direct lobbying and its implications</p> <p>Indirect lobbying (participatory journalism, coalition building &amp; cross lobbying)</p> <p>Crisis management</p>

## Bachelor & Master

Course Title	TV & Video Magazin
German Course Title	TV & Video Magazin
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 This course is recommended for students at higher Bachelor's or Master's level.
Method of Assessment	Continuous assessment/project work
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• Identify the specifics of the audiovisual design and to give a rough outline of how to implement them</li> <li>• Comply with the research requirements (pictorial material &amp; possible settings) in their approach</li> <li>• Use the camera and editing program Premiere for the production of posts (technical basics)</li> <li>• Describe and exemplify the principles of dramaturgy and storytelling</li> <li>• Understand core aspects of editing and camera technology and implement them basally</li> <li>• Process connections cinematically</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Specifics of audiovisual design</li> <li>• Linguistic features of audiovisual media</li> <li>• Dramaturgy &amp; storytelling of TV/Video reports</li> <li>• Search requirements (image material &amp; possible settings)</li> <li>• Cinematic processing of complex relationships</li> <li>• Cutting and camera technology</li> <li>• Make short posts</li> </ul>

Course Title	Welcome on Air
German Course Title	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 This course is recommended for students at higher Bachelor's or Master's level.
Method of Assessment	Exercises or project work and/or final exam
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• give an overview of the Austrian radio landscape</li> <li>• address radio-journalistic basic values in dual broadcasting</li> <li>• develop news for the radio</li> <li>• produce radio-journalistic short news reports for news programs along defined formal and quality criteria</li> <li>• name approaches for the production of newscasts</li> <li>• analyze, reflect and discuss basic relationships for the production of radio news or specific news programs/journals</li> <li>• name key action areas of editorial management</li> <li>• understand the qualitative requirements of a word room editor</li> <li>• evaluate and implement interviews</li> <li>• design diverse radio-journalistic genres</li> <li>• present moderations in front of the microphone</li> <li>• acquire practical skills in the self-propelled studio</li> <li>• outline editorial approaches for establishing a format radio hour</li> </ul>
Content	<p>This practical orientated lecture will take place in the radio studio and focuses on the production of a "drive time" broadcast, which will reach the urban Viennese area via the educational radio station Radio NJOY 91.3. The students will develop their own broadcast together with the lecturer by observing radio-journalistic quality standards, finding creative approaches and sending the program live On Air. Therefore, the subject specific elements, the editorial organization within the team, the research and interviewing for the radio-journalistic reports and of course presenting skills are the main topics of this radio lecture. Together with the native Speaker Chris Cummins from the most popular bilingual radio station FM4 (from the Austrian broadcasting association ORF) the students will bring their broadcast to perfection.</p>



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	4 ECTS
Semester in Curriculum	4th semester This course is recommended for students at higher Bachelor's or Master's level.
Method of Assessment	Weekly news stories 40% Materials tests 40% In-class writing, quizzes 20%
Course Objectives	<ul style="list-style-type: none"> <li>• Learning to write things that people will want to read</li> <li>• Introducing students to the basic concepts of news gathering and news writing</li> <li>• Learning and emphasis on style rules and application</li> <li>• Understanding reporting methods</li> <li>• Learning the basic forms of news writing, particularly the inverted pyramid news story and who what when where</li> </ul>
Content	<p>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.</p> <p>Work to be done outside of class (preparation, etc.):</p> <p>Students are asked to read an English-language newspaper and have some working knowledge of everyday news events.</p> <p>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.</p>

## 4.7 Content Production & Digital Media Management (JOCOBA)

### Bachelor

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

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

Course Title	Special Topic: Media Politics
German Course Title	Special Topic: Media Politics
Open to students of all disciplines. A basic knowledge of communication studies and a strong interest in the media are desirable.	
Degree Program	JOCOBA Bachelor
Credits	2 ECTS
Semester in Curriculum	6th semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• recognize, identify, and discuss topics and challenges in journalism (with a focus on digital media)</li> <li>• describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s)</li> <li>• critically analyze, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner</li> </ul>
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).

Course Title	Special Topic: Media Systems
German Course Title	Special Topic: Media Systems
Open to students of all disciplines. A basic knowledge of communication studies and a strong interest in the media are desirable.	
Degree Program	JOCOBA Bachelor
Credits	2 ECTS
Semester in Curriculum	6th semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media)</li> <li>• describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s)</li> <li>• critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner</li> </ul>
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).

## 4.8 Management & Entrepreneurship (MGMT)

### Bachelor

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	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"><li>• explain and use the CAPM</li><li>• understand and use the capital structural model by Modigliani/Miller, expanded to corporate and personal tax</li><li>• identify and evaluate problems in business, such as financial distress and principal agent problems</li><li>• understand and evaluate finance options as well as understand real options</li><li>• evaluate different payment and dividend strategies of businesses</li><li>• perform business valuations using different approaches</li></ul>
Content	<p>Financial Options Option Valuation Real Options Capital Budgeting and Valuation with Leverage Valuation and Financial Modeling Business Valuation</p>

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	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• use the decision rules of investment accounting</li> <li>• understand and use valuation models for shares and loan</li> <li>• use the tools of long-term equity and debt financing</li> <li>• justify leasing as financing option</li> <li>• explain the meaning of Working Capital Management and determine the short-term financing requirements</li> <li>• evaluate mergers and acquisitions from the financial perspective</li> <li>• use the concepts of Corporate Governance and of business risk management</li> <li>• understand the connection between risk and return</li> </ul>
Content	<p>The Time Value of Money  Interest Rates  Financial Markets &amp; Capital Markets  The Stock Market  Monetary Markets  Valuing Stocks  Valuing Bonds</p>

## Master

Course Title	Change Management
German Course Title	Change Management
Degree Program	MGMT Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment and/or final examinations
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• act as a competent interlocutor in the context of change processes;</li> <li>• make decisions and argue for them using the tools and techniques learned;</li> <li>• foresee and consider the influence of corporate cultures on change processes;</li> <li>• play a formative role in change processes as a manager.</li> <li>• select and apply key instruments in change management in a targeted manner.</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• identify and describe reasons for change processes in organizations;</li> <li>• identify change management models (e.g., Lewin, Kotter, etc.) and their links;</li> <li>• name the typical phases of change processes and identify them in case studies;</li> <li>• describe alternative courses of action for dealing with resistance in change processes and apply them in case studies;</li> <li>• derive the importance of communication in change processes;</li> <li>• analyze the influence of corporate culture on change processes;</li> <li>• understand the role of the manager in change processes.</li> </ul>

Course Title	Leadership
German Course Title	Leadership
Degree Program	MGMT Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment and/or final examinations
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>critically assess their own strengths and weaknesses as managers;</li> <li>recognize solution-oriented, appreciative leadership behavior and constructively examine one's own actions as a manager in this regard;</li> <li>decide which leadership situation requires which leadership behavior,</li> <li>recognize and apply intercultural aspects of leadership.</li> <li>select and apply basic tools of employee management (e.g., performance appraisals, coaching, etc.) in a targeted manner.</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>define the roles, tasks, and attitudes of a leader;</li> <li>describe different leadership style theories;</li> <li>recognize the importance of the social skills of a leader;</li> <li>recognize the possibilities of efficient team composition and goal achievement in a team and analyze the management options of a team;</li> <li>distinguish between the different types of performance appraisal interviews and identify communication options;</li> <li>understand coaching as a management task.</li> </ul>



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	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Recognize general relationships between the business environment as well as effects on the business</li> <li>• Recognize and analyze determinants of competition</li> <li>• Define clusters and their implications for strategic management at company level</li> </ul>
Content	<p>This course focuses on the integrative discussion of the topics of Strategy and Microeconomics of Competitiveness (MoC) from the perspective of professional practice.</p> <p>To this end, the course offers a broad overview of Strategic management and its specific tools, such as the Five Force or the value chain analysis.</p> <p>Apart from traditional management theories such as the Principal-Agent theory and the Stakeholder vs. Shareholder Value approach, the latest trends in this discipline are also presented, e.g. the Blue Ocean strategy and relationships between strategy and innovation</p> <p>The MoC part discusses in particular determinants of the competition, both from the business perspective but also in particular from a microeconomic perspective. This includes, above all, the attractiveness of the business environment, locational circumstances, the role of clusters and their effect on the productivity and competitiveness of businesses.</p> <p>Note: MoC is a course of the Affiliate Network of the Harvard Business School. The course description follows the stipulations of the Harvard Business School.</p>

Course Title	Planning and Performance Management
German Course Title	Planning and Performance Management
Degree Program	MGMT Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment and/or final examinations
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• proactively contribute to planning and control processes, and assist with their implementation;</li> <li>• develop performance management systems and implement these as part of business management.</li> <li>• use strategic, tactical, and operative planning and control instruments.</li> <li>• design and use performance management tools;</li> <li>• use spreadsheet software as a tool in the context of the topics discussed.</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• explain the functions of business planning and budgeting;</li> <li>• discuss modern and alternative approaches to corporate planning;</li> <li>• apply concepts of performance management as an integral part of corporate management processes;</li> <li>• explain fundamental business planning tools. (e.g., master budget, variance analysis, etc.);</li> <li>• describe tasks and development of reporting;</li> <li>• assess the implementation of modern planning concepts and instruments;</li> <li>• discuss developments in the area of digitization of business management.</li> </ul> <p>Key teaching/learning activities: Explain and present digital tools in connection with corporate planning.</p>

Course Title	Project Portfolio Management
German Course Title	Project Portfolio Management
Degree Program	MGMT Master
Credits	2 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment and/or final examinations
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• manage project portfolios</li> <li>• assess and evaluate projects as part of project portfolio management according to opportunities and risks as well as according to strategic importance for the organization;</li> <li>• analyze interdependencies between current and planned projects, identify synergy effects, and derive decisions from them;</li> <li>• make decisions regarding implementation, postponement, or non-implementation on the basis of structured and comprehensible foundations.</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• understand the nature and challenges of project portfolio management;</li> <li>• identify parameters for the evaluation of potential projects in terms of opportunities and risks, as well as their compatibility with business strategy;</li> <li>• determine interdependencies between ongoing and planned projects;</li> <li>• demonstrate knowledge of tools for the goal-oriented allocation of resources and ongoing control.</li> </ul>

Course Title	Risk and Stakeholder Management
German Course Title	Risk and Stakeholder Management
Degree Program	MGMT Master
Credits	2 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment and/or final examinations
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• identify risks, calculate them with regard to possible effects and develop suitable preventive measures;</li> <li>• develop strategies for solving crises;</li> <li>• perform stakeholder analyses and make decisions based on them.</li> <li>• determine possible risks for organizations;</li> <li>• analyze risks, calculate their possible effects, and define suitable risk prevention measures;</li> <li>• define solution concepts for various crisis scenarios;</li> <li>• design stakeholder analysis concepts for defined companies or organizations.</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• understand risk management as a necessity and an opportunity;</li> <li>• know the types of risk and their impact;</li> <li>• know risk analysis tools and their areas of application;</li> <li>• know risk prevention and crisis management tools;</li> <li>• name stakeholders for defined companies or organizations;</li> <li>• name parameters with regard to stakeholder analysis;</li> <li>• perceive stakeholder management as an opportunity and justify this.</li> </ul>

Course Title	Strategic Sustainability Management
German Course Title	Strategic Sustainability Management
Degree Program	MGMT Master
Credits	2 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment and/or final examinations
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• identify the different stages of implementing a sustainability strategy in a company as well as designing one;</li> <li>• implement sustainability strategies;</li> <li>• evaluate the implementation of a sustainability strategy in a company.</li> <li>• present and critically reflect on the business relevance (business case) of ecological and social sustainability for companies;</li> <li>• distinguish and critically analyze different degrees of corporate sustainability;</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• describe and critically reflect on basic theoretical approaches and concepts in connection with corporate sustainability (such as CSR, corporate sustainability, and sustainability management);</li> <li>• explain various strategic approaches in connection with corporate sustainability, including their opportunities and challenges;</li> <li>• present the concept of stakeholder management and the importance of communication and collaboration with various stakeholders for corporate sustainability;</li> <li>• name mechanisms and instruments associated with sustainability management, such as sustainability marketing, sustainable supply chain management, sustainability reporting, sustainability-oriented innovations, and ESG management.</li> </ul> <p>Key teaching/learning activities: Discussion and elaboration of case studies in teams, differentiation of the scope of the task per team depending on previous knowledge.</p>

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	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Recognize the causes of a crisis</li> <li>• Identify the factors leading to the success or failure of professional crisis and restructuring management approaches</li> <li>• Draw up a comprehensive restructuring plan and continuously evaluate its effectiveness</li> <li>• Take appropriate cost-reduction measures</li> <li>• Explore the different options for financing the restructuring process</li> <li>• Identify the challenges associated with corporate turnaround processes</li> <li>• Appraise the options for and limits of applying the concepts, methods and instruments learned during the course, and put together a restructuring plan</li> <li>• Give an overview of potential integrated communications strategies for addressing crises, and take steps to implement them</li> <li>• Give an overview of the methods and instruments of the communications process</li> <li>• 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</li> </ul>
Content	<p>Definition, causes and phases of crises</p> <p>Crisis prevention (e.g. early warning systems, risk management, auditor's duty to report, etc.)</p> <p>Features of crisis and types of crisis (strategic, income, liquidity)</p> <p>Endogenous (e.g. management error, etc.) and exogenous (e.g. economic downturns, bad debts, etc.), causes of crises</p> <p>Developing crisis management measures</p> <p>Financing restructuring measures (postponing vs. sustainable restructuring solutions)</p> <p>Operative turnaround management</p> <p>Assessing the effectiveness of restructuring initiatives</p> <p>Stakeholder analysis (e.g. customers and employees) in crisis situations</p> <p>Factors leading to the success or failure of crisis and restructuring management approaches</p> <p>Causes of insolvency ((impending) payment default, overindebtedness)</p> <p>Instruments and methods of crisis communication</p> <p>Stakeholder management and communication in crisis situations, internal and external communication management in crisis situations</p>

Course Title	Value Based and Risk Management
German Course Title	Value Based and Risk Management
Degree Program	MGMT Master
Credits	3 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment and/or final examinations
Course Objectives	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• develop and assess strategic concepts and orientation in the company;</li> <li>• use risk management tools.</li> <li>• calculate and interpret key figures;</li> <li>• use selected risk management tools and interpret the results.</li> </ul>
Content	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• explain the basics of the shareholder value approach;</li> <li>• explain the principles of Value Based Management (VBM) and discuss them in the context of current developments in the field of CSR;</li> <li>• explain the concepts of risk management and risk strategy.</li> </ul>

## 4.9 Real Estate Management (REM)

### Bachelor

Course Title	English for Real Estate Professionals 2
German Course Title	English for Real Estate Professionals 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: <ul style="list-style-type: none"><li>• use complex structures in the spoken language in the real estate day-to-day professional life</li><li>• identify and observe language standards and cultural differences</li><li>• know and argue the work ethics (RICS, CEPI) and professional standards</li></ul>
Content	Conversational skills (sale, meetings etc.) Business customs Ethics in real estate field



## 4.10 Tourism & Hospitality Management (TM)

### Bachelor

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	<p>After completing this course, the students are able to:</p> <ul style="list-style-type: none"> <li>• recognize cultural differences and apply appropriate strategies to reduce/minimise cross-cultural misunderstandings</li> <li>• recognize characteristic pronunciation features of different English variants</li> <li>• identify and apply appropriate approaches to networking, sales and business opportunities</li> </ul>
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	<p>After completing this course, the students are able to:</p> <ul style="list-style-type: none"> <li>• use current media in a targeted way and to demonstrate a sensitisation for their application</li> <li>• professionally arrange and hold a presentation</li> </ul>
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	<p>After completing this course, the students are able:</p> <ul style="list-style-type: none"> <li>• to identify and value personal sales as a marketing tool</li> <li>• understand the sales process for a successful sales talk and be able to handle the techniques</li> <li>• to consciously use sales techniques in practice</li> <li>• to recognize and understand one's own behaviour and that of the customers and to apply this knowledge</li> <li>• to recognize known negotiation methods and to evaluate one's own negotiation style or to derive advantages and disadvantages from it</li> </ul>
Content	<p>Sales in the marketing context, communication basics and the entire sales process at a glance</p> <p>Relationship sales instead of print sales, behavior types in the sales context (using DISC and Insights©)</p> <p>Discussion phases and processes, question and discussion techniques, customer motives - selling benefits, negotiating techniques at a glance - with a brief introduction to the Harvard method</p>

## Master

Course Title	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	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• apply selected methods to research urban areas and assess their strengths and weaknesses</li> <li>• outline application-oriented scenarios for the use of the data-driven analysis techniques</li> <li>• process and visualize data appropriately and present it to relevant stakeholders</li> <li>• derive and formulate recommendations for action, ideas, concepts and implications for management on the basis of data-driven analyses</li> <li>• 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</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Advanced data-driven analysis of urban areas</li> <li>• Advanced statistical analysis techniques (in particular multivariate analysis methods such as factor analyses, cluster analyses and regression analyses)</li> <li>• Learning to use a selection of techniques to research urban spaces, such as: <ul style="list-style-type: none"> <li>• Mental mapping (a mental representation of a geographic area)</li> <li>• Social network analyses</li> <li>• Urban ethnography</li> <li>• 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</li> <li>• GIS-based spatial analysis technique</li> <li>• Presenting and visualizing data</li> <li>• Preparing tables and diagrams</li> <li>• Designing infographics</li> <li>• Data-driven decision-making and deriving implications for management</li> <li>• Possible: Case study and/or mini-research project (e.g. analyzing an urban district from certain points of view)</li> </ul> </li> </ul>

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: <ul style="list-style-type: none"> <li>• name and explain leadership and motivation theories</li> <li>• describe the difference between leadership and management and transfer this to a consultation process</li> <li>• prepare for and conduct challenging discussions with stakeholders in a professional manner</li> </ul>
Content	Overview of fundamental leadership and motivation theories <ul style="list-style-type: none"> <li>• Management vs. leadership</li> <li>• Illustration of modern leadership styles</li> <li>• Communication (with stakeholders) in consultation processes and projects</li> <li>• Discussion and moderation techniques</li> <li>• Negotiations</li> <li>• Conducting negotiations</li> <li>• Feedback</li> <li>• Dealing with resistance</li> <li>• Media training</li> </ul>

Course Title	Risk & Resilience Management for Urban Destinations
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	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• name the fundamentals of safety, risk and disaster management, and outline the features of destination risk management</li> <li>• describe the risk management process and establish and assess a risk management plan in the context of the visitor economy</li> <li>• outline the fundamentals of emergency and crisis management and derive and assess corresponding measures</li> <li>• professionally apply crisis communication and crisis management approaches and develop suitable measures for various scenarios</li> <li>• classify how destination resilience works and the benefits it brings, and derive, compile and assess learning experiences to develop a destination</li> <li>• develop strategies for dealing with complexity and apply these insights as creative potential in the visitor economy system</li> </ul>
Content	<p>Characteristics of safety, risk and disaster management</p> <p>Features of tourism risk managements (destination risk management modeling)</p> <ul style="list-style-type: none"> <li>• Risk management process</li> <li>• Risk management plan (taking account of all stakeholders)</li> <li>• Disaster management</li> <li>• Emergency and crisis management</li> <li>• Crisis communication</li> <li>• Crisis response</li> <li>• Destination resilience</li> <li>• Chaos and complexity research</li> </ul>

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: <ul style="list-style-type: none"> <li>• name the fundamental characteristics of smart cities</li> <li>• describe the use of digital technologies for sustainable and efficient urban development</li> <li>• derive synergy effects for tourism development in a city</li> <li>• analyze best practice examples and assess their innovative content</li> <li>• apply the methods, standards and indicators of the smart city concept to a tourist destination</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Characteristics of smart cities</li> <li>• Use of digital technologies for sustainable and efficient urban development</li> <li>• Management of smart city projects</li> <li>• Synergy effects of smart city standards</li> <li>• Indicators and innovations for developing a tourist destination</li> <li>• Analysis of international examples of best practice</li> </ul>

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	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• draw general connections between ethics, the economy, society and politics, in particular in relation to issues of responsibility</li> <li>• systematically analyze and critically discuss ethical issues in management and consultancy</li> <li>• outline the general significance of the Sustainable Development Goals (SDGs) for the tourism sector</li> <li>• 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</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Introduction: Sustainable development and general connections between ethics, the economy, society and politics</li> <li>• Different ethical approaches, handling the ethical dimension of professional practice, especially in decision-making</li> <li>• Fundamental terms related to sustainable development, in particular the Sustainable Development Goals (SDGs) and their implementation in economic practice (in particular in tourism)</li> <li>• Current trends in sustainability management</li> </ul>

Pls. note that a **field trip to a European city** (e.g. Ljubljana) may take place in this sub-module in order to analyze sustainability issues in a specific tourism destination.

Students will be informed about details at the beginning of the semester.

Costs: approx. € 250,- (including accommodation, transport, program)

Course Title	Tourism Futures
German Course Title	Tourism Futures
Degree Program	TM Master
Credits	6 ECTS
Semester in Curriculum	4th 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: <ul style="list-style-type: none"> <li>• to classify, analyze and assess future developments in tourism.</li> <li>• to think interdisciplinary in an international environment and to develop different scenarios.</li> <li>• to organize and execute communication structures and creativity processes in virtual space.</li> <li>• to design innovative and forward-looking perspectives for urban destinations and to represent them argumentatively.</li> </ul>
Content	How and where will tourism develop in the future? RETHINKING URBAN TOURISM - the credo of the future of urban destinations? This module serves as an interdisciplinary, international think tank where students from different universities deal with future tourism scenarios by means of COIL (Collaborative Online International Learning).



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	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> <li>• perceive cities as constantly evolving, living systems</li> <li>• 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</li> <li>• 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</li> <li>• assess measures in the field of visitor mobility, compare measures against examples of best practice and analyze their practical implementation</li> </ul>
Content	<p>Urban development and planning:</p> <ul style="list-style-type: none"> <li>• participatory urban development</li> <li>• architecture and urban design</li> <li>• urban sociology and economy</li> <li>• handling architectural heritage (cultural assets, World Heritage Sites, protected areas)</li> <li>• landscape and open space planning (urban landscape, green and open space, public space, social aspects such as accessibility, gender mainstreaming, gardens, exercise &amp; sport), urban farming</li> <li>• urban district planning</li> <li>• geoanalysis, legal issues</li> <li>• spatial planning &amp; mobility</li> </ul> <p>Visitor mobility:</p> <ul style="list-style-type: none"> <li>• tourist mobility behavior in general</li> <li>• intra-destination spatial behavior in urban settings</li> <li>• visitor management &amp; control measures/systems</li> <li>• sustainable, multi-modal local mobility</li> </ul>