

COURSE GUIDE

Courses for incoming students offered in English

Summer Semester 2025

(February – July 2025)

FHWien der WKW
University of Applied Sciences for
Management & Communication

www.fh-wien.ac.at



Overview of courses offered in English

Summer Semester 2025 (17 February – 1 July 2025)

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1 Information about the Course Guide

In this Course Guide you will find all of the courses taught in English in summer semester 2025 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 minimum of 20 credits and a maximum of 36 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
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
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 - Opportunities & Potentials vs. Limits & Threats	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 - Understanding International Context, Identifying Business Opportunities	5 ECTS
Modern Business Concepts	3 ECTS
total	30 ECTS

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 - Understanding International Context, Identifying Business Opportunities	5 ECTS
Modern Business Concepts	3 ECTS
total	26 ECTS

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 - Opportunities & Potentials vs. Limits & Threats	4 ECTS
Business Strategy and Strategic Controlling	5 ECTS
Cross-Cultural Management	4 ECTS
Innovation Management	4 ECTS
International Business - Understanding International Context, Identifying Business Opportunities	5 ECTS
Modern Business Concepts	3 ECTS
total	25 ECTS

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

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

The International Semester Programs 4 - 7 include so-called "electives". This means that you have the opportunity to choose one of a total of 5 different modules as "elective". Depending on which module you choose, you then enter the additional abbreviation (a-e) in the course selection.

Communication Management/Marketing & Sales Management (ISP 4)

Title: ISP 4 Elective a/b/c/d/e	
Macro Economics & Sustainability	3 ECTS
Micro Economics & Sustainability	3 ECTS
Elective (choose one of the following):	12 ECTS
• Better Communication for a Better World (ISP 4 Elective (a))	
• Event Management & Live Marketing (ISP 4 Elective (b))	
• Leistungssteuerung und Resilienz in Sales (in German!) (ISP 4 Elective (c))	
• Sales Excellence (ISP 4 Elective (d))	
• Social Media, Content Creation & Influencer Marketing (ISP 4 Elective (e))	
total	18 ECTS

Example:

- You decide on "Sales Excellence" as elective: select the International Semester Program **ISP 4 Elective (d)**
- This means you will take the following courses: "Macro Economics & Sustainability", "Micro Economics & Sustainability" and "Sales Excellence"

Marketing & Sales Management (ISP 5)

Title: ISP 5 Elective a/b/c/d/e	
Macro Economics & Sustainability	3 ECTS
Micro Economics & Sustainability	3 ECTS
International Marketing	6 ECTS
Elective (choose one of the following):	12 ECTS
• Better Communication for a Better World (ISP 5 Elective (a))	
• Event Management & Live Marketing (ISP 5 Elective (b))	
• Leistungssteuerung und Resilienz in Sales (in German!) (ISP 5 Elective (c))	
• Sales Excellence (ISP 5 Elective (d))	
• Social Media, Content Creation & Influencer Marketing (ISP 5 Elective (e))	
total	24 ECTS

Example:

- You decide on "Sales Excellence" as elective: select the International Semester Program **ISP 5 Elective (d)**
- This means you will take the following courses: "Macro Economics & Sustainability", "Micro Economics & Sustainability", "International Marketing" and "Sales Excellence"

Communication Management (ISP 6)

Title: ISP6 Elective a/b/c/d/e	
Macro Economics & Sustainability	3 ECTS
Micro Economics & Sustainability	3 ECTS
Visual Design Workshop	3 ECTS
Video Production Workshop	3 ECTS
• Elective (choose one of the following):	12 ECTS
• Better Communication for a Better World (ISP 6 Elective (a))	
• Event Management & Live Marketing (ISP 6 Elective (b))	
• Leistungssteuerung und Resilienz in Sales (in German!) (ISP 6 Elective (c))	
• Sales Excellence (ISP 6 Elective (d))	
• Social Media, Content Creation & Influencer Marketing (ISP 6 Elective (e))	
total	24 ECTS

Example:

- You decide on “Sales Excellence” as elective: select the International Semester Program **ISP 6 Elective (d)**
- This means you will take the following courses: “Macro Economics & Sustainability”, “Micro Economics & Sustainability”, “Visual Design Workshop”, “Video Production Workshop” and “Sales Excellence”

Communication Management (ISP 7)

Title: ISP7 Elective a/b/c/d/e	
Visual Design Workshop	3 ECTS
Video Production Workshop	3 ECTS
• Elective (choose one of the following):	12 ECTS
• Better Communication for a Better World (ISP 7 Elective (a))	
• Event Management & Live Marketing (ISP 7 Elective (b))	
• Leistungssteuerung und Resilienz in Sales (in German!) (ISP 7 Elective (c))	
• Sales Excellence (ISP 7 Elective (d))	
• Social Media, Content Creation & Influencer Marketing (ISP 7 Elective (e))	
total	18 ECTS

Example:

- You decide on “Sales Excellence” as elective: select the International Semester Program **ISP 7 Elective (d)**

This means you will take the following courses: “Visual Design Workshop”, “Video Production Workshop” and “Sales Excellence”

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
total	24 ECTS

* 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 (ISP).

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
Business Ethics - Opportunities & Potentials vs. Limits & Threats	4 ECTS
Business Strategy and Strategic Controlling	5 ECTS
Change Management – Theory and Practice	5 ECTS
Cross-Cultural Management	4 ECTS
Digital Marketing Strategies	4 ECTS
eMarketing	3 ECTS
Emotional Intelligence and Empathy in Leadership	2 ECTS
Human Relations - Emotional Intelligence in Action	4 ECTS
Innovation Management	4 ECTS
International Business - Understanding International Context, Identifying Business Opportunities	5 ECTS
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
Modern Business Concepts	3 ECTS
Online Communication	4 ECTS
Project Management	4 ECTS
Public Relations, Crisis Management and Media Training	4 ECTS
Real Business Simulation	4 ECTS
Social Skills	3 ECTS

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

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

Bachelor	
ELECTIVES (all of them take place simultaneously – you can choose only one)	
• Better Communication for a Better World	12 ECTS
• Event Management & Live Marketing	12 ECTS
• Leistungssteuerung und Resilienz in Sales (in German!)	12 ECTS
• Sales Excellence	12 ECTS
• Social Media, Content Creation & Influencer Marketing	12 ECTS
English for Professional Purposes II	3 ECTS
Intercultural Applications	1 ECTS
International Marketing	6 ECTS
Macro Economics & Sustainability	3 ECTS
Micro Economics & Sustainability	3 ECTS
Public Relations	3 ECTS
Video Production Workshop	3 ECTS
Visual Design Workshop	3 ECTS
Master	
Brand Development	3 ECTS
Brand Management & Development & Content Strategy	2 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.**

Bachelor	
Accounting	6 ECTS
Business and Professional English 1	2 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	
Cost Information and Cost Allocation*	3 ECTS
International Management*	3 ECTS
Principles of Corporate Finance *	3 ECTS
Sustainable Financing*	3 ECTS

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

3.5 Human Resources & Organization (HRO)

Bachelor	
English for HRM Professionals	2 ECTS
English for Professional Purposes 2	2 ECTS
Master	
Microeconomics of Competitiveness (MOC)	3 ECTS
Strategic Change	3 ECTS

3.6 Journalism & Media Management (JOUR)

Bachelor	
Inside Media Economics*	2 ECTS
Inside Media Politics*	2 ECTS
Inside Media Systems*	2 ECTS
Interview Skills*	2 ECTS
Issues & Trends in Journalism	4 ECTS
Media Systems	2 ECTS
Multimedia Journalism	6 ECTS
Radio & Audio (Newsproduction) *	3 ECTS
Radio & Audio (Production) *	3 ECTS
TV-Magazine (Input) *	2 ECTS
TV-Magazine (Production) *	4 ECTS
Writing Skills*	4 ECTS
Master	
Input Course	2 ECTS

3.7 Content Production & Digital Media Management (JOCOBA)

Bachelor	
Special Topic Media Economic*	2 ECTS
Special Topic Media Politics*	2 ECTS
Special Topic Media Systems*	2 ECTS

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

3.8 Management & Entrepreneurship (MGMT)

Bachelor	
Business Case Skills and Business Case	6 ECTS
International Human Resource Management	3 ECTS
International Strategies - Case Study	3 ECTS
International Supply Chain Management	3 ECTS
Leading Negotiations and Meetings	3 ECTS
Marketing Management	4 ECTS
Master	
Business Simulation	6 ECTS
Change Management	3 ECTS
Crisis Communication	3 ECTS
European Business Law and Compliance Management	6 ECTS
Leadership	3 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	3 ECTS
Value Based and Risk Management	3 ECTS

3.9 Real Estate Management (REM)

Bachelor	
English for Real Estate Professionals 2	6 ECTS
English for Real Estate Professionals 4 *	6 ECTS

3.10 Tourism & Hospitality Management (TM)

Bachelor	
English for Professional Purposes 2	3 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.

† 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	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”.

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

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"> • Introducing yourself and asking for someone's name • Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.) • Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs • Adequately responding to simple questions, orders, comments, announcements on the mailbox, public announcements and short conversations • Extracting relevant information from public signs, adverts and written short messages • How to give directions • Writing short personal messages, postcards and short texts • How to place an order in a restaurant • How to make or cancel appointments • Understanding and using numbers, amounts, times and price marks • Shopping • Speaking about present and past events • Pronunciation • Giving a short presentation about yourself and your home country. • Grammar: Word order; Why-questions and Yes/No Questions; definite/indefinite and negative articles, nominative, genitive, dative and accusative; pronouns, plurals and locations; modal verbs, possessive pronouns; present perfect, adjective declensions in nominative and accusative.

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

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

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"> • how digital business models innovate and disrupt markets • the digital needs of tomorrow's consumer • the specific models leading digital businesses use • how digital business models evolve.
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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • get an idea of moral problems of different areas (e.g.: media, economy, politics, science, technology, environment, life (sciences)) • 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?") • 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.")
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"> • 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 • Applied ethics / basics: "three level concept" • Applied ethics / different areas: media ethics, business ethics, political ethics, ethics of science and technology, environmental ethics, animal ethics, biomedical ethics.

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

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

Course Title	Business Ethics - Opportunities & Potentials vs. Limits & Threats
German Course Title	Business Ethics - Opportunities & Potentials vs. Limits & Threats
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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • understand ethical issues faced by small and large businesses; • address the relation between marketing and ethics; • identify how businesspeople can handle ethical dilemmas; • identify conflicts of interest and manage a balanced approach to the diverse interests of the different stakeholders (company, investors, employees, board members, suppliers...); • apply methods of organizational behavior and responsible business management; • establish a company's ethical culture; • implement ethical conduct in the workplace; • determine the relationship between ethics and profits; • understand compensation schemes
Content	<p>The course provides sound knowledge with regard to a business oriented approach to Business Ethics, its relation to Corporate Governance, its applicability and its limits.</p> <p>It will also show the dos and don'ts of management from an ethical and corporate governance point of view.</p>

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

Course Title	Change Management – 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&A. The intent is for the students to amplify on materials covered in the course, applying this material to a "real" situation using PowerPoint, and/or other creative and entertaining delivery vehicles. Thoroughness, objectivity and articulation will be the basis for the grade given.</p> <p>The students will be asked to submit short synopsis of significant articles provided through the Moodle site.</p> <p>The final exam will be multiple choice questions short answers and a short case and will be comprehensive. Students will be responsible for learning both the reading, and information provided by class discussions and group case presentations</p>
Course Objectives	<ul style="list-style-type: none"> • Understand the change process, the dynamic nature of the business environment, and the resultant effects of rapid change on an organization and its stakeholders. • Understand the basic causes of change, and resistances to change, in the business world. • Learn the methods of effectively anticipating, influencing and implementing change in corporate settings with differing corporate cultures • Understand the role of leadership in effectively managing change
Content	The rapidly changing technological and global markets present business managers with new opportunities and challenges that require "out of the box" thinking and decisions. With this in mind, we will explore many of the issues organizations face in trying to achieve their strategic objectives and satisfy the needs of their customers, beginning with a discussion of general principles and then addressing more specific strategies and tactics as the semester progresses. Readings will provide much of the framework for the course. Though ESCEM students are not required to purchase the two texts, most of the class information and theory will be derived from them. Critical chapters will be available on the Moodle site along with other critical and very current writing in the area of change management.

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

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"> • identify the needs of customers online • create strategies to connect with customers • create, test and evaluate Internet-based marketing activities • understanding KPI's to measure all kind online marketing activities • technical and content SEO-strategy • determine ways to improve the ROI of advertisements • describe and design parts of a social media campaign plan
Content	<p>Content of the subject will include:</p> <ul style="list-style-type: none"> • Strategic basics • Web analytics (google analytics) • SEM - Search engine marketing including Google Ads, SEO, tools like sistrix,... • Social media marketing-mix • Online advertising & E-mail marketing • Mix between online and offline campaigns.

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"> • identify, reach, and meet the needs of customers online • identify leading methodologies for testing and promoting Internet-based marketing activities • select the best KPI's to measure online marketing activities and the means to support marketing objectives through conversion models and web analytics • identify possible technical issues that could be impeding a website's organic ranking • determine ways to improve an advertisement's position • analyze the results of an email campaign to determine its effectiveness • describe and design parts of a social media campaign plan • determine worthwhile actions to manage a company's online reputation
Content	<p>Content of the subject will include:</p> <ul style="list-style-type: none"> • Web analytics • Search engine optimization • Paid search marketing • Online advertising • E-mail marketing • Social media marketing • Online reputation management.

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"> • An introduction to human emotions • An understanding of how emotions influence how we think, act & feel • The ability to read emotions in both themselves and others • The ability understand how EQ affects our decisions • The ability to both communicate and manage emotions • An opportunity to immerse themselves in a simulated workspace and explore emotions safely
Content	<p>This course will look at the elements of human emotion, how they are expressed, how they are managed and how they influence our work decisions. By identifying emotions, students will be able to understand power-dynamics, negotiations and body language. It will also give students the opportunity to explore their own level of EQ and empathy in the work sphere during role-plays.</p>

Course Title	Human 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"> • Integrate emotional intelligence components including self awareness, self regulation, self motivation, empathy and social skills to promote strong relationships and personal development • Examine their personal leadership and identify strengths and opportunities • Use conflict resolution models and skills to address personal conflict • Use team development models, facilitation, and team performance management to create a collaborative and effective team environment • Use an intercultural lens to explore biases, privilege and perspective taking to create and maintain inclusive workplace relationships and environments
Content	<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"> 1. Introduction to emotional intelligence and its link to business and personal success 2. Self awareness from a personality perspective 3. Self awareness from an intercultural perspective 4. Personal reflection and research 5. Facilitation – small and large group 6. Conflict Resolution model, intercultural conflict and communication skills 7. Constructive feedback – feedback that can be heard and using feedback 8. Team presentations 9. Final exam.

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

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

Course Title	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"> 1. Basics of financial management (6TU) <ul style="list-style-type: none"> • Introduction and the role of a CEO • International monetary systems • Economic key indicators • Corporate key ratios 2. Understanding business models (6TU) <ul style="list-style-type: none"> • The Business Model Canvas • Types of Businesses • Evaluating Business Models • Business Model Scenarios 3. Global finance and investments (6TU) <ul style="list-style-type: none"> • International finance instruments • Investment cases • Valuations and forecasts • FX Markets and Hedging 4. Project Business Cases (6TU) <ul style="list-style-type: none"> • Project budget and resources management • Risk management considerations • Business case principles • Product launch metrics 5. Supplements (2TU) <ul style="list-style-type: none"> • Learnings from 2008 and Covid19 • Sustainability and the EU CSRD in international context • Stakeholder and frequent conflicts of interest 6. Presentations and Discussions (4TU) <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>

	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 st lecture. Short tests between the individual teaching sections enrich the grade by 40%.
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Course Title	International Journalism and Storytelling
German Course Title	International Journalism and 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"> • Attend class • Complete readings, come prepared and engage pro-actively in in-class discussion • Engage in group exercises • Complete homework and in-class assignments • Complete individual presentation • Complete the Final Exam <ul style="list-style-type: none"> • 50% Final Exam • 25% In-class presentation • 15% Homework and in-class assignment • 10% Pop quiz
Course Objectives	<p>Upon completion of module, students will demonstrate</p> <ul style="list-style-type: none"> • A clear understanding of what journalism is and its role in today's society • An ability to identify what makes a story a great story • An understanding of storytelling techniques in journalism • An understanding of the importance of facts and news verification • An understanding of collaborative journalism and citizen journalism • The ability to differentiate between fact and alternative facts • The ability to think critically and lead class discussions
Content	<p>This module aims to provide</p> <ul style="list-style-type: none"> • An introduction to the elements of journalism • An understanding of the importance of journalism and how it serves our societies • An analysis of truth and verification in news production and investigative journalism • An examination of how journalism evolved over the last decades • Knowledge of the art of story telling • An understanding of the rights and responsibility of collaborative journalism.

Course Title	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"> • gain a basic understanding of the theory of Customer Relationship Management and to be able to define a CRM strategy for real-life case studies.
Content	<ul style="list-style-type: none"> • Theory of CRM • History and development of CRM • Customer value • Customer profiling • Phases of CRM • Customer Engagement Cycle • Customer Behavior • Emotional Intelligence • Best in-class examples • Development of CRM strategy based on real-life case studies.

Course Title	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"> • Strategic Key Questions of a company and Stakeholder Management • Understanding the key interactions between integrated financial statements (Case on Profit/Loss, Balance Sheet and Cash Flow Statement) <p>Investment Decision Support</p> <ul style="list-style-type: none"> • Static Instruments: cost and profit comparison, profitability and static amortization • Dynamic Instruments: Net Present Value and Dynamic Amortization, Annuities and Internal Rate of Return • Considering taxes and in investment appraisal <p>Financing</p> <ul style="list-style-type: none"> • Introduction to Cash Flow Analysis • Financial Planning (Integrated Planning and Budgeting) • Working Capital Management (Payables, Receivables and Inventory – Ratios) • Capital Structure Analysis (Equity vs. Debt Financing) • Rating models and ratios • Leverage Effect – Debt & Taxes • Leasing (Operate vs. Finance).

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"> • Media Business Overview & Terminology: Relationships & Media agency role, Media terminology, Media math (metric formulas), Advertising in media • Understanding the Planning Process: Media channels, Audiences/Targeting, Media measurement, Media types, Strengths & weaknesses, Advertising formats • Theory, Strategies & Client Brief: Briefing to execution, Planning tools and services, Media strategies by business situation, Media strategies by task, Local market media strategies, Strategic reach & frequency, Strategic planning, Creative media planning, Real world barriers to media strategy • Market Analysis • Target Analysis • Strategy & Channel Selection • Setting Goals / Planning.

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

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

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

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- 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.
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Course Title	Public Relations, Crisis Management and Media Training
German Course Title	Public Relations, Crisis Management and Media Training
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Highly interactive, bringing theory and best practice to life through case studies and creative projects. Material: Reading lists, handouts and video clips.
Method of Assessment	One assignment, one presentation, class participation and then final exam (which has to be passed in order to pass the course)
Course Objectives	To gain an understanding of the role of effective communication and Public Relations practices in building, enhancing and protecting the value and reputation of any organization.
Content	<ul style="list-style-type: none"> • Communication: Verbal, non-verbal, visual, electronic • Media and Society: National and cultural differences, influence of various channels (Student contribution) • Integrated Communications: Defining and creating the 'voice' of a brand or organization. • Public Relations: Defining PR, PR in the Marketing mix, roles in Business, Government, NGOs, Not for profit, Advocacy, Lobbying PR Strategy: Process, Tools (Eg. Proactive initiatives, Press Release, Events) • Planning and implementing Crisis Management: Preparation, Protocols, Stakeholder • Communication Media Training: Effective Communication, Messaging, Interview techniques, Dealing with the media.

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

Course Title	Social Skills
German Course Title	Social Skills
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	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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • Formulate expectations and objectives • Get to know all other students in the same year group during group exercises • Be familiar with responsible individuals and their function in the degree program • Structure presentations optimally in terms of content • Prepare effective presentations, both visually and in terms of the target group • Employ rhetorical style elements skillfully • Look for and find arguments systematically and based on the topic • Construct targeted arguments and employ them effectively • Engage in discussions in a professional manner • Reflect on their own strengths and weaknesses • Notice and employ basic characteristics of body language • Interact with others in a professional manner and behave appropriately based on the situation • Receive and provide feedback and constructive criticism • Reflect on and develop performance and capabilities • Employ contemporary media in a targeted fashion
Content	<ul style="list-style-type: none"> • Getting acquainted with other students in group exercises • Presentation techniques: Preparing, structuring and giving presentations; using supplemental media • Evaluation of presentation skills • Personal communication: effect on others • Body language: conscious use and decoding signals in conversations • Rhetoric • Argumentation techniques • Feedback techniques • Reflection on goal-oriented development and suitable application transfer.

4.2 Communication Management / Marketing & Sales Management (COM/MARS)

Bachelor

Course Title	Better Communication for a Better World
German Course Title	Better Communication for a Better World
ELECTIVES (all of them take place simultaneously – you can choose only one)	
Degree Program	COM/MARS Bachelor
Credits	12 ECTS
Included courses (all must be taken)	Part 1 <ul style="list-style-type: none"> Better Communication for a Better World Part 2 <ul style="list-style-type: none"> Better Communication for a Better World
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment of all courses
Course Objectives	Part 1 After successfully completing this course, students will be able to: Skills <ul style="list-style-type: none"> interpret the relevance of sustainable development goals (SDGs) for communication discipline; contrast the conventional marketing mix models in terms of sustainable operating strategies, green product design, sustainable pricing, green sales channels, and sustainable marketing communication; Overall competence <ul style="list-style-type: none"> assess the differences between true sustainability and greenwashing; analyze how communication experts can contribute to changing climate awareness; evaluate and develop sustainable approaches to operational marketing using case studies; evaluate how dimensions of the UN SDGs can be integrated into product marketing; classify greenwashing and developing alternative suggestions for management; design enabling strategies to overcome barriers to green consumption. Part 2 After successfully completing this course, students will be able to: Skills <ul style="list-style-type: none"> investigate political and socio-economic factors that drive CSR activities forward; deconstruct CSR activities of organizations (using case studies) and investigate potential gaps considering the shared value approach; contrast and critically discuss official advertising codes and self-regulatory approaches; identify deceptive forms of advertising; assess competitive advantages through open innovation;

	<ul style="list-style-type: none"> • use open innovation tools for selected practical examples; • evaluate the potential of digital media for supporting innovation processes; <p>Overall competence</p> <ul style="list-style-type: none"> • assess CSR governance activities and the potential of CSR to promote sustainable development; • analyze the role of ethics, human rights, governance, stakeholders, diversity and inclusion, and environmental responsibility in the implementation of CSR; • assess the effects of ethically questionable marketing practices; • predict the effects of advertising ethically charged products and HSSF products; • estimate the effects of persuasion knowledge and mere exposure effect on younger audiences; • design marketing and communication measures to accompany the innovation process; • assess case studies in a complex ecosystem with the help of critical approaches and design thinking approaches; • evaluate creative ideas in relation to sustainable realities and real market conditions.
Content & Knowledge	<p>Part 1</p> <ul style="list-style-type: none"> • understand why marketing should contribute to a better world; • identify sustainability communication stakeholders; • explain the complexity of sustainability communication; • describe the differences between traditional marketing and green marketing; • understand the effects of non-sustainable consumption patterns and their effects on companies in general and marketing in particular; • designate the characteristics of green consumers and their purchasing behavior; • describe the effects and consequences of planned obsolescence; • outline conventional marketing mix models in terms of sustainable operating strategies. <p>Part 2</p> <ul style="list-style-type: none"> • define the term Corporate Social Responsibility (CSR); • describe the effects of CSR on direct and indirect stakeholders; • explain the ideas behind the shared value approach (redesigning products and markets, redefining productivity in the value chain, enabling the development of local clusters) to create social and economic value; • explain what ethical marketing means; • describe the Advertising Code and other approaches to self-regulation; • outline the implications of marketing ethically charged products (High Salt Sugar Fat, abb.: HSSF); • designate the concepts of persuasion knowledge and mere exposure effect; • describe forms of added value in general and interactive added value in particular; • weigh up the advantages and disadvantages of different forms of integrating customers in interactive innovation processes; • identify customer innovators (lead users); • designate principles and concepts of design thinking.

Course Title	Event Management & Live Marketing
German Course Title	Event Management & Live Marketing
ELECTIVES (all of them take place simultaneously – you can choose only one)	
Degree Program	COM/MARS Bachelor
Credits	12 ECTS
Included courses (all must be taken)	Part 1 <ul style="list-style-type: none"> Fundamentals of Event Management & Live Marketing Event Management Market Event Typology Part 2 <ul style="list-style-type: none"> Event Concept & Evaluation Sustainable Event Production & Technical Requirements Legal Aspects of Event Management & Live Marketing
Semester in Curriculum	4th semester
Method of Assessment	Final examination of all courses
Course Objectives, Content & Knowledge	<p>Part 1 > After successfully completing this part, students will be able to:</p> <ul style="list-style-type: none"> <i>Fundamentals of Event Management & Live Marketing</i> <p><u>Knowledge and course content</u></p> <ul style="list-style-type: none"> outline the prerequisites and possibilities of event management and live marketing; describe the function and importance of events, virtual events, and hybrid events as part of the communication mix of companies and organizations; differentiate between event marketing and marketing events; present the impact mechanisms of events, virtual events, and hybrid events; systematize and delineate fields of application for events, virtual events, and hybrid events. <ul style="list-style-type: none"> <i>Event Management Market</i> <p><u>Knowledge and course content</u></p> <ul style="list-style-type: none"> name facts, data, and players of the event management and live marketing market environment in Austria; <p><u>Skills</u></p> <ul style="list-style-type: none"> categorize market practices, industry representatives, qualifications, service providers, exemplary clients, and agencies of the Austrian event management market; bundle impressions gained on event management practices using case studies, exchange with experts, or field trips. <ul style="list-style-type: none"> <i>Event Typology</i> <p><u>Knowledge and course content</u></p> <ul style="list-style-type: none"> differentiate event types based on their characteristics; differentiate forms and types of virtual events and hybrid events based on their characteristics;

Skills

- typologize different formats of events, virtual events, and hybrid events, and select them for different requirements according to their advantages and disadvantages;
- identify and assess trends and developments of event types.

Part 2 >After successfully completing this part, students will be able to:

- ***Event Concept & Evaluation***

Knowledge and course content

- define the strategic aspects of event management and live marketing
- know the structure, elements, and project steps of designing an event;
- designate the specific requirements of sustainable event design;
- designate tools for measuring the success of event marketing and describing possible applications;

Skills

- implement all process steps in the planning of an event, virtual event, or hybrid event from analysis, strategy development, budgeting, implementation, and evaluation;
- turn communication strategies into an event design and making them operational;
- evaluate event designs regarding implementation possibilities, opportunities, and risks as well as sustainability;
- operate tools and their functionalities to implement virtual events and hybrid events;
- identify success factors from an event and evaluate and assess the success of an event, virtual event, or hybrid event;

Overall competence

- develop a concept for a sustainable event, virtual event, or hybrid event according to the specific requirements of businesses or organizations.
- ***Sustainable Event Production & Technical Requirements***

Knowledge and course content

- designate prerequisites, processes, and aspects of sustainable event production;
- outline requirements, conditions, and opportunities for sustainable event technology;
- determine technical requirements and tools for implementing virtual events and hybrid events;

Skills

- describe and apply elements of event direction, dramaturgy, and staging;
 - know and implement aspects of spatial and content event design;
 - assess, select, brief, and guide suppliers;
 - use tools for implementing virtual events and hybrid events;
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	<ul style="list-style-type: none"> • implement event budgeting; <p><u>Overall competence</u></p> <ul style="list-style-type: none"> • derive the operational implementation of an event, virtual event, or hybrid event, taking into account sustainability criteria according to the planning of an event design. • <i>Legal Aspects of Event Management & Live Marketing</i> <p><u>Knowledge and course content</u></p> <ul style="list-style-type: none"> • outline legal aspects of event management and live marketing; • present authorities, laws, and regulations, obligations of event organizers, liability issues, and event insurance; <p><u>Skills</u></p> <ul style="list-style-type: none"> • guarantee the necessary legal framework for the implementation of an event, virtual event, or hybrid event.
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Course Title	Performance Control & Resilience
German Course Title	Leistungssteuerung & Resilienz
ELECTIVES (all of them take place simultaneously – you can choose only one) in German!	
Degree Program	COM/MARS Bachelor
Credits	12 ECTS
Included courses (all must be taken)	Part 1 <ul style="list-style-type: none"> Leistungssteuerung in Marketing & Sales 1 Leistungssteuerung in Marketing & Sales 2 Part 2 <ul style="list-style-type: none"> Resilienz, Selbststeuerung & Burn-out-Prävention 1 Resilienz, Selbststeuerung & Burn-out-Prävention 2
Semester in Curriculum	4th semester
Method of Assessment	Final examination of all courses
Course Objectives, Content & Knowledge	<p>Part 1 > Nach positivem Abschluss dieses Parts sind Absolvierende in der Lage:</p> <ul style="list-style-type: none"> Leistungssteuerung in Marketing & Sales 1 <p><u>Kenntnisse und Lehrinhalte</u></p> <ul style="list-style-type: none"> Zielsetzungen im Verkauf, Marketing und der Kommunikation zu benennen; Grundlagen von CRM und die Elemente der Einführung von CRM zu kennen und zu beschreiben; sich einen Überblick über relevante Key Performance Indicators im Marketing, der Kommunikation und im Vertrieb zu verschaffen; <p><u>Fertigkeiten</u></p> <ul style="list-style-type: none"> die Elemente von CRM für den Einsatz des Kundenmanagements im Marketing und Vertrieb zu diskutieren, zu bewerten und anzuwenden; relevante Key Performance Indicators im Marketing, der Kommunikation und im Vertrieb mit Zielsetzungen zu verknüpfen; <p><u>Kompetenz(en)</u></p> <ul style="list-style-type: none"> verschiedene Formen der Zielsetzung im Marketing und Sales für die eigene Leistungserbringung zu evaluieren und sich damit auch zu verbessern; Kennzahlen zur Erfolgsmessung und Leistungskontrolle im Vertrieb, Kommunikation und Marketing zu interpretieren und Handlungen daraus abzuleiten. <ul style="list-style-type: none"> Leistungssteuerung in Marketing & Sales 2 <p><u>Kenntnisse und Lehrinhalte</u></p> <ul style="list-style-type: none"> Selbststeuerungselemente im Vertrieb zu beschreiben; Kennzahlen zur Erfolgsmessung und Leistungskontrolle im Marketing, der Kommunikation und im Vertrieb wiederzugeben und benennen zu können; die Schritte zur Steuerung eines Vertriebsteams bzw. Marketing-Teams zu verstehen; <p><u>Fertigkeiten</u></p>

- Kennzahlen zur Erfolgsmessung und Leistungskontrolle im Marketing und Vertrieb zur Ansteuerung eines Vertriebsteams bzw. Marketing-Teams zu nutzen;
- Erfolgsmessung und Leistungskontrolle in Vertrieb und Marketing bzw. Kommunikation durchzuführen;

Kompetenz(en)

- ausgewählte Elemente der Zielsetzung im Verkauf als Basis für die Vergabe von Zielen an ein Vertriebsteam bzw. Marketing-Team zu nutzen;
- die Aspekte zur Steuerung eines Vertriebsteams abzuwägen und die damit verbundene Leistungsmessung und Erfolgskontrolle zur MitarbeiterInnenbindung und -Zufriedenheit einzusetzen.

Part 2 > Nach positivem Abschluss dieses Parts sind Absolvierende in der Lage:

- ***Resilienz, Selbststeuerung & Burn-out-Prävention 1***

Kenntnisse und Lehrinhalte

- Resilienz in der Theorie zu definieren und Beispiele aus der Praxis zu benennen;
- psychologische Erkenntnisse zu psychischer Arbeitsbelastung zu kennen und zu verstehen;
- Burn-out-Faktoren (Risikofaktoren, Prävention, rechtliche Aspekte von Burn-out) – besonders hinsichtlich des erhöhten Leistungsdrucks im Vertrieb sowie in Positionen in den Bereichen Marketing und Kommunikation – zu benennen;

Fertigkeiten

- Risikofaktoren von Burn-out – besonders hinsichtlich des erhöhten Leistungsdrucks im Vertrieb sowie in Positionen in den Bereichen Marketing und Kommunikation – zu diskutieren und zu evaluieren;
- Elemente der Burn-out-Prävention im Berufsfeld in Marketing, Kommunikation und Vertrieb zur Antizipation von Burn-out zu nutzen;

Kompetenz(en)

- angewandte Beispiele für hohe Resilienz auf die eigene Situation umzulegen und Handlungsempfehlungen für eigenes Verhalten daraus abzuleiten;
- wesentliche Elemente von Burn-out-Prävention und Resilienz konstruktiv für die Förderung der eigenen Widerstandsfähigkeit anzuwenden.

- ***Resilienz, Selbststeuerung & Burn-out-Prävention 2***

Kenntnisse und Lehrinhalte

- Resilienz im Team sowie einzeln und Burn-out-Quellen zu benennen und zu beschreiben;

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- Instrumente der Resilienzmessung zu benennen;
 - die Schritte zur Selbst-Steuerung zu verstehen;

Fertigkeiten

- Tools und Testmethoden zur Resilienzmessung zu nutzen;
- die Schritte zur Selbst-Steuerung in Stress-Situationen umzusetzen;
- individuelle Reflexion und Coaching im Vertrieb, um Team-Dynamik und Team-Resilienz konstruktiv zu nutzen;

Kompetenz(en)

- aufgrund der Erkenntnisse die eigene Resilienz sowie Burn-out-Gefahr einzuschätzen, konstruktiv die eigene Widerstandsfähigkeit zu stabilisieren und zu fördern;
 - die eigene Resilienz in Zusammenhang von beruflichem Kontext (aus dem Hintergrund einer Funktion im Marketing, der Kommunikation, des Vertriebs) zu analysieren und reflektieren;
 - verschiedene Wege auszuprobieren, um mit psychischer Arbeitsbelastung besser umzugehen;
 - durch individuelle Reflexion und Coaching Team-Dynamik und Team-Resilienz konstruktiv zu nutzen, sich selbst in der Stresskompetenz, emotionalen Belastbarkeit und Stressregulation besser zu steuern.
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Course Title	Sales Excellence
German Course Title	Sales Excellence
ELECTIVES (all of them take place simultaneously – you can choose only one)	
Degree Program	COM/MARS Bachelor
Credits	12 ECTS
Included courses (all must be taken)	Part 1 <ul style="list-style-type: none"> Sales Excellence 1 Sales Excellence 2 Part 2 <ul style="list-style-type: none"> Case-based Sales Coaching Sales Coaching & Competition
Semester in Curriculum	4th semester
Method of Assessment	Final examination of all courses
Course Objectives, Content & Knowledge	<p>Part 1 > After successfully completing this part, students will be able to:</p> <ul style="list-style-type: none"> <i>Sales Excellence 1</i> <p><u>Knowledge and course content</u></p> <ul style="list-style-type: none"> designate objectives in sales; know and describe the elements and phases of a sales negotiation; gain an overview of different psychograms; <p><u>Skills</u></p> <ul style="list-style-type: none"> discuss and assess the elements and phases of a sales negotiation for customer management use and applying this to a sales pitch; link relevant sales KPIs with objectives as part of a sales pitch; <p><u>Overall competence</u></p> <ul style="list-style-type: none"> evaluate different forms of objectives in customer contact for own service delivery and thus achieve improved success in sales situations; discuss and assess the elements and phases of a sales negotiation for customer management use and apply this to a sales pitch. <ul style="list-style-type: none"> <i>Sales Excellence 2</i> <p><u>Knowledge and course content</u></p> <ul style="list-style-type: none"> describe self-control elements in sales; reflect and designate intercultural customs in sales and customer management; understand the steps of managing an international sales pitch; <p><u>Skills</u></p> <ul style="list-style-type: none"> apply intercultural customs in sales and customer management based directly on a specific case; implement the steps for managing an international sales call directly in international contact; <p><u>Overall competence</u></p> <ul style="list-style-type: none"> apply and weigh up self-control elements in sales in order to successfully and confidently conduct sales negotiations (inter)nationally;

- interpret intercultural customs in sales and customer management to their own advantage and establish a rapport through them.

Part 2 > After successfully completing this part, students will be able to:

- ***Case-based Sales Coaching***

Knowledge and course content

- understand and summarize the details of a SALES competition case;
- designate the key elements of a sales pitch;
- know English technical terminology for sales negotiations;
- reproduce verbal and non-verbal purchasing signals;
- describe different personality typologies;

Skills

- apply a given SALES competition case to a negotiation situation and conduct a professional sales pitch;
- interpret and use verbal and non-verbal signals for a successful sales negotiation;
- conduct sales negotiations based on different personality typologies;
- conduct sales negotiations in hybrid form (in-person and via digital platforms).

- ***Sales Coaching & Competition***

Knowledge and course content

- describe the elements and details of the sales cases provided;
- designate elements of surprise in sales negotiations;
- understand the steps to successfully controlling a professional sales discussion;
- participate in a sales competition;

Skills

- apply the elements and details of the sales cases provided to a sales competition;
- learn how to deal with elements of surprise in sales negotiations;
- understand the steps to successfully controlling a professional sales discussion;

Overall competence

- successfully deal with (inter)national sales negotiations;
- successfully apply the elements of leading a business conversation (requirements analysis, handling objections, price negotiations, closing) in a competition;
- react in a flexible and situation-oriented manner to elements of surprise and disruptive factors.

Course Title	Social Media, Content Creation & Influencer Marketing
German Course Title	Social Media, Content Creation & Influencer Marketing
ELECTIVES (all of them take place simultaneously – you can choose only one)	
Degree Program	COM/MARS Bachelor
Credits	12 ECTS
Included courses (all must be taken)	Part 1 <ul style="list-style-type: none"> • Social Media Marketing • Social Media Advertising • Social Media Monitoring & Controlling Part 2 <ul style="list-style-type: none"> • Content Creation for Social Media • Influencer Marketing
Semester in Curriculum	4th semester
Method of Assessment	Final examination of all courses
Course Objectives, Content & Knowledge	<p>Part 1 > After successfully completing this part, students will be able to:</p> <ul style="list-style-type: none"> • <i>Social Media Marketing</i> <p><u>Knowledge and course content</u></p> <ul style="list-style-type: none"> • differentiate guises of social media according to their importance for company and organization and communication; • locate the importance and tasks of social media in company and organization marketing and communication; • outline a basic legal framework for social media marketing; • describe social media marketing strategies; <p><u>Skills</u></p> <ul style="list-style-type: none"> • identify and select appropriate social media platforms based on marketing goals and requirements; • evaluate the suitability of social media marketing strategies for different platforms and marketing goals; • determine the potential of paid, owned, earned, and shared media strategies in the social media field for specific aims and requirements; • plan social media marketing as a communications mix tool in a company or organization; <p><u>Overall competence</u></p> <ul style="list-style-type: none"> • develop, organize, and evaluate a concept for a social media marketing strategy based on marketing aims. <ul style="list-style-type: none"> • <i>Social Media Advertising</i> <p><u>Knowledge and course content</u></p> <ul style="list-style-type: none"> • outline the prerequisites and possibilities of social media advertising; • present the functionalities and processes of social media advertising; • implement audience targeting methods in the field of social media advertising; <p><u>Skills</u></p> <ul style="list-style-type: none"> • use the tools and applications in the field of social media advertising in a target-oriented manner;

- apply the methods for creating, running, and optimizing social media advertising campaigns;
- analyze and assess the performance of social media advertising measures based on KPIs;

Overall competence

- plan, implement and evaluate social media advertising campaigns according to a social media marketing strategy.
- ***Social Media Monitoring & Controlling***

Knowledge and course content

- describe the requirements and framework of social media monitoring and controlling;
- explain the meaning and purpose of social media monitoring and controlling for companies and organizations;

Skills

- apply methods and tools of social media monitoring and controlling;
- define adequate and meaningful KPIs for measuring the success of social media measures;
- assess the success of social media marketing measures;

Overall competence

- assess the success of social media marketing measures based on marketing aims.

Part 2 > After successfully completing this part, students will be able to:

- ***Content Creation for Social Media***

Knowledge and course content

- determine the importance of image, audio, and video content for social media;
- differentiate the different content requirements of various social media platforms;
- describe and discuss content marketing strategies;

Skills

- research, select, analyze, and document material for generating content;
- select and create suitable content for different social media platforms;
- apply methods and tools of content marketing for social media platforms;

Overall competence

- develop suitable content strategies for different social media platforms.
- ***Influencer Marketing***

Knowledge and course content

- describe influencer marketing strategies;
- explain the concept of micro-influencing;
- assess the potential and challenges of influencer marketing for companies;

Skills

- identify and select appropriate influencers based on marketing goals and requirements;
- apply methods for acquiring influencers for companies and organizations;
- coordinate the creation of long-term relationships with influencers for companies and organizations;
- plan influencer marketing as a communications mix tool in a company or organization;
- evaluate the success of influencer marketing measures with the help of tools and defined KPIs;

Overall competence

- develop, organize, and evaluate a concept for an influencer marketing strategy based on marketing aims.
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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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • identify common terminology of the field of study; • complete productive (writing & speaking), receptive (reading & listening) and interactive tasks at the workplace at upper-intermediate to advanced level; • demonstrate employability skills in relevant English-language tasks
Content	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • apply common terminology of the field of study; • demonstrate understanding of and exploit relevant business texts for a specific purpose; • produce complex written business texts according to prevailing standards; • analyze and present figures, trends, and data both orally and in writing;

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • name cultural differences in the work and everyday context; • know application-related requirements in an international context; • deal professionally with intercultural topics and identify appropriate impacts within professional environments
Content	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • develop a sensitivity to other cultures; • work with multicultural teams in a goal-oriented manner; • behave in a culturally appropriate manner and operate effectively in an international context;

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • Master the English specialist terminology • Demonstrate sensitivity to differences in the economic, socio-cultural and political conditions of other countries and the associated demands on integrated, international communication • Explain the strategies of market entry • Assess the requirements for the use of marketing and communication tools in the international, intercultural context • Test and reflect on their knowledge in intercultural teams
Content	<ul style="list-style-type: none"> • Introduction, socio-cultural environment, culture as moral philosophy • Global marketing trends and environment • International markets, market evaluation, market selection and entry • International marketing strategies • Ethical dimensions of international marketing • International branding decisions • Decision on the international marketing mix • Culture in professional practice, intercultural communication, patterns in meetings, listening habits, audience expectations, leadership styles and management language • Cross-cultural management, strategy and culture, integrated communication management, causal field model, actors and factor analysis as research tools • Intercultural marketing communication, mobile marketing and proximity marketing, controlling instruments, communication balanced scorecard

Course Title	Macro Economics & Sustainability
German Course Title	Macro Economics & Sustainability
Degree Program	MARS/COM Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p><u>Skills</u></p> <ul style="list-style-type: none"> • apply economic formulas, analyze the results of economic processes at macroeconomic level, and transfer them to examples; • assess economic developments and apply common macroeconomic models; • digitization: apply digital access to economic data for analyses and analyze the data; • apply macroeconomic terminology; (ICLHE) <p><u>Overall competence</u></p> <ul style="list-style-type: none"> • analyze different markets or market situations, draw conclusions from them, and design proposals for decision-makers; • understand, analyze, and critically question current economic policy and economic policy measures, with special consideration of the perspective of sustainability; • create a written concept paper in English, taking into account the English technical terminology. (ICLHE)
Content & Knowledge	<p>After successful completion of this sub-module, graduates will be able to:</p> <ul style="list-style-type: none"> • know, explain, and discuss economic systems, economic policy approaches, topics, and technical terms of macroeconomics; • understand and compare national accounts and key figures as well as real and financial markets; • explain and discuss the most relevant sustainability issues at a macroeconomic level (e.g., Sustainable Development Goals, global action); • identify macroeconomic terminology; (ICLHE)

Course Title	Micro Economics & Sustainability
German Course Title	Mirco Economics & Sustainability
Degree Program	MARS/COM Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p><u>Skills</u></p> <ul style="list-style-type: none"> • apply economic formulas, analyze the results of economic processes at macroeconomic level, and transfer them to examples; • assess economic developments and apply common macroeconomic models; • digitization: apply digital access to economic data for analyses and analyze the data; • apply macroeconomic terminology; (ICLHE) <p><u>Overall competence</u></p> <ul style="list-style-type: none"> • analyze different markets or market situations, draw conclusions from them, and design proposals for decision-makers; • understand, analyze, and critically question current economic policy and economic policy measures, with special consideration of the perspective of sustainability; • create a written concept paper in English, taking into account the English technical terminology. (ICLHE)
Content & Knowledge	<p>After successful completion of this sub-module, graduates will be able to:</p> <ul style="list-style-type: none"> • know, explain, and discuss economic systems, economic policy approaches, topics, and technical terms of macroeconomics; • understand and compare national accounts and key figures as well as real and financial markets; • explain and discuss the most relevant sustainability issues at a macroeconomic level (e.g., Sustainable Development Goals, global action); • identify macroeconomic terminology; (ICLHE)

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • explain sub-areas of PR and relate them to the legitimacy of PR in a social context; • explain requirements and forms of online PR; • develop and present a communication concept with a focus on common and creative operational measures as well as budgeting and evaluation.
Content	<p>Upon completion of this course, students are able to</p> <ul style="list-style-type: none"> • differentiate, based on communication science theories, PR from advertising/marketing communication, journalism, and propaganda; • show strategies for crisis communication; • analyze PR campaigns; • identify media relations tasks and write a press release; • identify planning steps of PR concepts and apply and implement them regarding issues;

Course Title	Video Production Workshop
German Course Title	Video Production Workshop
Degree Program	COM Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p><u>Skills</u></p> <ul style="list-style-type: none"> • apply requirements for image design, motif search, and camera setting in practice; • use lighting and sound equipment correctly and deal with natural and artificial light; • cut and post-edit video posts in relation to music and effects; • apply the basics of design (optimal image transitions and effects, titles, and graphics, editing errors, storytelling, common thread) in video projects; • prepare video contributions for different (video) platforms; <p><u>Overall competence</u></p> <ul style="list-style-type: none"> • design video contributions independently.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • demonstrate and explain specific video production requirements; • describe the basics of moving image design.

Course Title	Visual Design Workshop
German Course Title	Visual Design Workshop
Degree Program	COM Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p><u>Skills</u></p> <ul style="list-style-type: none"> • create a layout for print and web in InDesign; • implement text editing and placement of graphics in InDesign and export for different media; • develop and edit vector graphics with Illustrator CC; • edit PDF files in Adobe; • create interactive forms and presentation options (in combination with InDesign); • create a static website in WordPress, prepare content (image, text), and integrate content from social media tools; <p><u>Overall competence</u></p> <ul style="list-style-type: none"> • develop a web design concept.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • describe the fundamentals of an editorial system (CMS); • explain the basic rules of design (creating an eye-catcher/object grouping/designing recognizable elements); • distinguish requirements for data material for print and web (resolution, color space, data embedding); • describe legal requirements for the use of text and images in print and on the web.

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • convert brand development strategies into operational measures; • differentiate between phases of brand management (brand analysis, brand strategies, brand execution, and brand controlling); • apply the possibilities of product placement and branded entertainment for brand management;
Content	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • name and describe theoretical models of brand theory; • outline forms of brand appearance; • explain the value of the brand to a company or organization; • describe models of brand architectures and brand equity models • develop and position brands for products, companies, or organizations and • integrate sustainability aspects suitable for the product or company into the brand.

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • know and understand the fundamentals and terminology of brand theory in different business sectors; • 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; • describe models of brand architectures and brand equity models; • discuss the significance of the corporate brand concept for business management; • identify content marketing strategy theories and models; • assess success factors for brand management in a digitized market environment;
Content	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • differentiate between phases of brand management (brand analysis, brand strategies, brand execution, and brand controlling); • plan content strategies for use in brand management; • design and assess complex brand strategies as well as make decisions for further development.

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • understand and describe the interaction of CRM with marketing and sales; • map the steps of CRM conception; • name and compare customer care tools; • evaluate the areas of application of CRM for building and maintaining customer relationships; • separate analytical from operational CRM; • analyze and weigh the technical possibilities of customer databases, business intelligence solutions, and data mining; • 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.
Content	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • apply the steps of CRM conception; • consider the use of customer care tools and implement them in practice; • select and use the areas of customer relationship management specifically for the establishment and maintenance of customer relationships; • develop CRM strategies; • effectively apply the instruments of customer-oriented corporate management;

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • implement brand management strategies using digital communication measures; • use gamification strategies and measures for digital brand management;
Content	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • describe distinctive features of digital brand management and digital brand storytelling; • explain the basics and functionality of data-based brand management; • assess the implications of digital marketing and communication tools for trademark contexts; • manage brands for digital products and companies with digital business models using digital communication channels.

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • analyze and design applications of the strategic marketing planning skillset in line with different market and competitive conditions; • use market and sector analyses as a starting point for strategic marketing planning; • understand and plan the interplay between marketing strategies as part of integrated marketing in the digital competition environment; • explain and apply the budgeting and controlling process in marketing; • describe strategic and operative marketing controlling instruments and define their application areas; • interpret relevant marketing performance indicators;
Content	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • understand the role and value of strategic marketing planning in a dynamic, increasingly digital competitive environment; • know about foundational strategic marketing concepts and methods as well as their application requirements; • develop marketing strategies and assess their performance

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.**

Bachelor

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

Course Title	Business and Professional English 1
German Course Title	Business and Professional English 1
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	2nd semester
Method of Assessment	Continuous assessment
Course Objectives	<p>Knowledge</p> <ul style="list-style-type: none"> • identify common terminology of fundamental business topics <p>Skills</p> <ul style="list-style-type: none"> • formulate appropriate language to network and build business relationships • follow and participate in general business-related discussions • apply common terminology of fundamental business topics • demonstrate understanding of shorter, general business texts accurately • apply the most common grammatical forms of English found in general business communication • produce everyday written business texts according to prevailing standards <p>Competencies</p> <ul style="list-style-type: none"> • complete productive (writing & speaking), receptive (reading & listening), and interactive tasks at the workplace at upper-intermediate level • demonstrate employability skills in relevant English-language tasks
Content	Written & oral English language skills.

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, 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>On completing this module, students are able to:</p> <ul style="list-style-type: none"> • deliver a convincing argument (both orally and in writing) • optimally structure the content of a presentation • present and analyze figures, trends and market data from a graphical source (both orally and in writing) • prepare and deliver a presentation utilizing visuals tailored to the audience as well as appropriate body language • receive and give feedback and critique • produce subject-related written documents to an appropriate standard and style • negotiate and reach an agreement
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, you need to choose courses worth at least 7 ECTS within Digital Business.	
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"> • are familiar with the potential, pros and cons of selected current concepts and facilitation methods for the collaborative development of innovative solutions • are able to draw on their own experience in workshops for the collaborative development of innovative solutions, and have reflected on their conduct and the effectiveness of their contributions <p>Competencies: Graduates</p> <ul style="list-style-type: none"> • have the necessary competence to achieve the collaborative development of innovative solutions, • choose appropriate facilitation approaches and facilitators for different target groups and issues, and • support experienced facilitators in the planning, execution – e.g. facilitation of sub-groups – and evaluation of workshops
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, you need to choose courses worth at least 7 ECTS within Digital Business.	
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"> • different process models for developing IS, including agile development models and processes • different quality models and testing procedures • important tasks in the operation of IS <p>Skills</p> <p>Graduates have the necessary skills to</p> <ul style="list-style-type: none"> • apply selected process models for developing IS, including agile models and processes • systematically prepare software selection decisions • keep track of the customizing and configuration of selected standard software • implement selected testing procedures • plan the operation of a selected IS (including training and supervising users) <p>Competencies</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"> • Project planning (including selection of process models such as agile models and processes) • Requirements engineering or current dynamic processes • Procurement • Design • Implementation (especially customizing and configuration) • Quality assurance (including quality models, testing procedures, documentation) • Change management.

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, you need to choose courses worth at least 7 ECTS within Digital Business.	
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"> • common types of risks associated with the operation and use of IS and possible technical, economical and legal consequences • technical and organizational strategies for risk identification and management • selected good practices in IT compliance regulations <p>Skills</p> <p>Graduates have the necessary skills to</p> <ul style="list-style-type: none"> • recognize common risks associated with the operation and use of specific IS • establish security objectives for these risks • develop proven measures to reach these objectives and comply with technical, organizational/economic and legal framework conditions • create specific IT compliance regulations to reduce associated risks, based on templates • define pathways for monitoring the achievement of these goals <p>Competencies</p> <p>Graduates have the necessary competence to</p> <ul style="list-style-type: none"> • consider economic, technical, ethical and information law aspects, as well as those related to IT and information security, when making decisions relating to the design, operation and personal use of IS • use professional literature to educate themselves and develop a professional opinion of current IT or information security issues and subsequently advocate clearly for this opinion, even when dealing with stakeholders outside the profession (e.g. IS users)
Content	<p>This module covers IT and information security, in particular:</p> <ul style="list-style-type: none"> • Areas of risk (human error, unauthorized access, malware, targeted attacks) • Security objectives (confidentiality, authentication, access, data integrity, etc.) • Authentication procedures • Encryption and its mathematical basis • Digital signatures • Digital certificates • Rights management/access control • IT compliance • IT security tasks and operational organization.

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

4.4 Financial Management (FIM)

Bachelor

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	Business Planning and Reporting, ERP systems (general application oriented)
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p><u>Skills</u></p> <ul style="list-style-type: none"> • solve business management problems using selected instruments of controlling or cost accounting; • present and communicate solutions professionally and efficiently using software support (for presentation techniques and spreadsheet calculations etc.). <p><u>Competencies</u></p> <ul style="list-style-type: none"> • take on controlling tasks and develop solutions for business problems; • communicate and discuss problems and solutions in an international context.
Content & Knowledge	<p>Discuss the basic terms and concepts of controlling or cost accounting in the context of CSR (Corporate Social Responsibility) (e.g.,: fixed production costs, variable costs and full costs, impact of the chosen capacity levels on the fixed cost rates, linear and non-linear cost trends, learning curve concept, decision-oriented cost accounting, short and long-term pricing decisions, target costing vs. cost plus pricing, evaluation of strategies; volume, price and productivity components of multi-annual results comparison, productivity measurement, downsizing, overhead allocation, calculating the cost unit in process manufacturing or mass-production, profitability analysis, price and cost management, life cycle budgeting and costing).</p>

Course Title	International Management
German Course Title	International Management
Degree Program	FIM Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Previous knowledge needed	Business Planning and Reporting, ERP systems (general application oriented)
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p><u>Skills</u></p> <ul style="list-style-type: none"> • manage cultural influences in international business; • apply instruments for performance measurement to a multinational context; • analyze the impact of currency exchange and inflation on planning and control processes. <p><u>Competencies</u></p> <ul style="list-style-type: none"> • take on responsibility for controlling tasks in an international context; • actively shape controlling processes in an international environment.
Content & Knowledge	Discuss terms, goals, and tasks of international management (incl. legal, political and intercultural aspects etc.); explain the challenges of international controlling; reflect on current developments in issues of internationality in a CSR context.

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	Continuous assessment and/or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p><u>Skills</u></p> <ul style="list-style-type: none"> • design digitalization processes in banks, financial institutions and FinTech companies; • describe key sustainability trends and regulatory provisions for the EU capital market, and analyze their implications for corporate finance. <p><u>Competencies</u></p> <ul style="list-style-type: none"> • successfully apply varying investment appraisal methods in professional practice and assess the advantages of investment projects; • make investment decisions based on standard valuation methods for shares and bonds.
Content & Knowledge	Explain the concept of the current value of money and show how it interacts with interest rates to impact the money and capital market; explain capital budgeting and perform calculations from investment projects examples; show the function of the money market and capital market and describe the key money and capital market instruments (incl. shares and bonds).

Course Title	Sustainable Financing
German Course Title	Sustainable 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	Continuous assessment and/or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p><u>Skills</u></p> <ul style="list-style-type: none"> • explain the meaning of working capital management and the short-term financial resource requirements; • design corporate governance, compliance and industrial risk management concepts, and implement them in companies and financial institutions; • evaluate various sustainable financing products (incl. subsidies, green bonds, and national and European grants). <p><u>Competencies</u></p> <ul style="list-style-type: none"> • assess the advantages of equity and debt financing or credit substitutes for individual financing decisions; • improve the financial strength of companies through active working capital management.
Content & Knowledge	Explain the fundamentals of financial management, carry out financial calculations and explain the different forms of financing and finance models; assess mergers and acquisitions from a financial point of view; describe the digitalization trends in the field of finance, outline individual FinTech products and differentiate them from conventional banking and financial products.

4.5 Human Resources Management (HRO)

Bachelor

Course Title	English for HRM Professionals
German Course Title	English for HRM Professionals
Degree Program	HRO Bachelor
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p><u>Skills</u></p> <ul style="list-style-type: none"> • apply the specialized terminology of the field of study; • produce advanced written business texts according to prevailing standards; • adapt presentation & communication skills to evolving digital media; • communicate, evaluate, and incorporate feedback constructively. <p><u>Competencies</u></p> <ul style="list-style-type: none"> • complete productive (writing & speaking), receptive (reading & listening) and interactive tasks at the workplace at upper-intermediate level; • demonstrate employability skills in relevant English-language tasks.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • identify specialized terminology of the field of study.

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 successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • apply common terminology of fundamental business topics (<i>incl. basic terminology of sustainability</i>); • demonstrate understanding of and exploit relevant business texts for a specific purpose; • analyze and present figures, trends, and data. <p>Competencies</p> <ul style="list-style-type: none"> • complete productive (writing & speaking), receptive (reading & listening) and interactive tasks at the workplace at upper-intermediate to advanced level.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • identify common terminology of fundamental business topics.

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>After successfully completing this course, students will be able to:</p> <p><u>Skills</u></p> <ul style="list-style-type: none"> • analyze case studies in the context of economic strategies in different areas; • 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; • apply the knowledge in the context of a specific research project for a specific country and cluster. <p><u>Competencies</u></p> <ul style="list-style-type: none"> • support the transformation of the competitiveness of companies as (future) manager or decision-maker; • support the competitiveness of clusters and regions and link this with goals and measures of organizational and human resources development.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • describe state-of-the-art concepts for improving the competitiveness of businesses, sector clusters, and regions; • identify innovation and productivity as drivers of prosperity at corporate and regional levels; • outline the alignment and transformation of businesses and regions from a resource and investment-driven economy to a knowledge-driven, sustainability-oriented economy; • outline general interrelationships between the corporate environment and effects on the company and human resources development.

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>After successfully completing this course, students will be able to:</p> <p><u>Skills</u></p> <ul style="list-style-type: none"> • analyze the current strategic state using suitable tools, develop options for transformation, and identify implications for organizational and human resources development measures; • classify and critically discuss academic papers; • carry out application-oriented exercises in group work. <p><u>Competencies</u></p> <ul style="list-style-type: none"> • initiate and implement strategic change; • support strategic change in organizations and link it with goals and measures of organizational and human resources development;
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • describe and analyze the current strategic state of a company with suitable tools; • identify innovations and market opportunities and develop strategic options; • describe the role of executives and corporate governance as change agents and discuss organizational resistance; • describe challenges, opportunities, and impacts of strategic change; • explain the interaction of corporate strategy and organizational or human re-source development measures; • describe complex strategic problems based on theories and discuss solution opportunities in an application-oriented manner.

4.6 Journalism & Media Management (JOUR)

Bachelor

Course Title	Inside Media Economics
German Course Title	Inside Media Economics
Inside Media Economics, Inside Media Politics, and Inside Media Systems have to be taken together.	
Degree Program	JOUR Bachelor
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Contributions
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • record and compare structures and key figures on quality media in the German-speaking world; • employ theoretical approaches to provide diverse perspectives on media companies; • explain distribution channels and critically question digital developments (algorithms, echo chambers, etc.); <p>Competence(s)</p> <ul style="list-style-type: none"> • evaluate, reflect and analyze economic aspects and opportunities (advertising, paid content); • comprehend, evaluate and justify the product management of quality media.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • understand the economic structures of media companies; • describe ownership, stakeholders, as well as reach and areas of operation; • explain product development strategies of quality media.

Course Title	Inside Media Politics
German Course Title	Inside Media Politics
Inside Media Economics, Inside Media Politics, and Inside Media Systems have to be taken together.	
Degree Program	JOUR Bachelor
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Contributions
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • put local, national and global media systems in comparative perspective; • understand, assign and integrate the criteria of freedom of the press; • contextualize media challenges posed by digital media; <p>Competence(s)</p> <ul style="list-style-type: none"> • subject country-specific media products to critical analysis, classify and evaluate them; • take critical stock of comparative media systems.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • comprehend the significance of repressive political systems on the shaping of media systems; • research and explain comparative approaches to media policy; • recognize that globally formulated claims in the sense of a free media landscape are often in conflict with national interpretations; • recognize the relationship of minorities to majorities and assess the importance of media diversity.

Course Title	Inside Media Systems
German Course Title	Inside Media Systems
Inside Media Economics, Inside Media Politics, and Inside Media Systems have to be taken together.	
Degree Program	JOUR Bachelor
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Contributions
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • apply comparative criteria for media systems; • understand, assign and integrate the criteria of freedom of the press; • contrast the tensions of regional, national and global contexts; • analyze the influence of digitization; <p>Competence(s)</p> <ul style="list-style-type: none"> • argue current phenomena in terms of ethical issues; • justify the results in a comprehensible and systematic way.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • describe Austria's media system in brief; • trace country-specific legal systems, developments and dynamics as a basis for media systems in the respective state territories; • be aware of the interrelationships between journalistic actors and media organizations; • understand democratic approaches as the basis for pluralism.

Course Title	Interview Skills
German Course Title	Interview Skills
Interview Skills, and Writing Skills must be taken together!	
Degree Program	JOUR Bachelor
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment (tutorials)
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • apply different interview techniques in principle also in English; • carry out interviews as a research method and as a form of presentation essentially in English as well; <p>Competence(s)</p> <ul style="list-style-type: none"> • conduct a conversation within the scope of an interview largely confidently; • prepare and conduct an interview for print and/or AV media and implement it in English.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • understand aspects and the importance of interviewing in Anglo-American Journalism; • understand the meaning, differences, and use of various interview techniques in English; • understand interviews as a research method and as a form of presentation in Anglo-American Journalism; • explain and understand different interview techniques.

Course Title	Issues & Trends in Journalism
German Course Title	Issues & Trends in Journalism
Degree Program	JOUR Bachelor
Credits	4 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment. or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • analyze and discuss current issues and challenges in international journalism; • subject journalistic products to critical analysis and evaluate them; • identify interactions between social developments on the one hand and new trends in journalism on the other; • write short journalistic texts on the content of the course <p>Competence(s)</p> <ul style="list-style-type: none"> • describe the development of international media events and discuss them in terms of their significance for developments in national/local journalism; • implement, present and discuss current topics from the areas outlined above in English.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • name special features and current developments of the international media scene; • elaborate on social, economic & socio-political specifics and/or potential impacts using concrete examples.

Course Title	Media Systems
German Course Title	Media Systems
Degree Program	JOUR Bachelor
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment. or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • contrast selected media phenomena or place them in an international context; • discuss different cultures of journalism and/or media systems in relation to sociopolitical and ethical discourse; <p>Competence(s)</p> <ul style="list-style-type: none"> • critically question journalistic actions and reflect on them in a larger social, economic, and/or political context; • discuss the role and functionality of media or journalism vis-à-vis society, democracy, politics, economy and everyday culture in English; • implement, present and discuss current topics from the areas outlined above in English.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • know the different media systems; • explain similarities and differences of the different media cultures; • describe current trends and elaborate on them using concrete examples.

Course Title	Multimedia Journalism
German Course Title	Multimedia Journalism
Degree Program	JOUR Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment (project results and documentation/presentation)
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • design the content of a multi- or cross-media media project (e.g. online magazine, social media channel, video magazine, podcast); • independently design text, image, video, or audio contributions for a media project; • produce currently relevant multimedia formats with suitable equipment and professional tools; <p>Competence(s)</p> <ul style="list-style-type: none"> • present a multimedia project using editorial and content quality assurance criteria.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • media production in editorial departments; • outline criteria for format development and multi- or cross-media editorial management for a practical project.

Course Title	Radio & Audio (Newsproduction)
German Course Title	Radio & Audio (Newsproduction)
Radio & Audio (Newsproduction), and Radio & Audio (Production) must be taken together!	
Degree Program	JOUR Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • select news along defined values from verified sources; • distinguish and apply debunking, fact checking, and verification; • write comprehensibly for listeners and speak intelligibly; • integrate moderation, short reports or interviews along a designed area; • deliver objective, transparent, clear and non-judgmental reports; <p>Competence(s)</p> <ul style="list-style-type: none"> • justify the benefits of informational broadcasts; • design and present compact programs.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • understand developments and processes in newsrooms; • assign content to different news formats; • describe the structure of news reports; • explain an informational program.

Course Title	Radio & Audio (Production)
German Course Title	Radio & Audio (Production)
Radio & Audio (Newsproduction), and Radio & Audio (Production) must be taken together!	
Degree Program	JOUR Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • conduct research activities (archives, studies, agencies, etc.); • write for listeners and speak intelligibly; • apply recording and audio technology; • design, conduct, and deploy interviews for audio; • personally compose and present moderations with rhythm; <p>Competence(s)</p> <ul style="list-style-type: none"> • create and analyze a show as a team; • develop diverse intercultural skills in the international group.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • formulate quality criteria for radio journalism; • outline forms of representation for audio; • describe editorial standards in discussions; • understand various program concepts.

Course Title	TV-Magazin (Input)
German Course Title	TV-Magazin (Input)
TV-Magazine (Input), and TV-Magazine (Production) have to be taken together!	
Degree Program	JOUR Bachelor
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • plan a magazine show for the TV sector; • analyze recipient behavior; <p>Competence(s)</p> <ul style="list-style-type: none"> • design relevant forms of TV contribution; • evaluate the journalistic relevance of different article topics.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • describe differences in audiovisual, journalistic forms of presentation; • Name the theoretical fundamentals of a news broadcast.

Course Title	TV-Magazin (Production)
German Course Title	TV-Magazin (Production)
TV-Magazine (Input), and TV-Magazine (Production) have to be taken together!	
Degree Program	JOUR Bachelor
Credits	4 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Project work
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • apply camera work and editing techniques independently and critically analyze them; • independently solve current journalistic problems in TV; <p>Competence(s)</p> <ul style="list-style-type: none"> • argue the choice of interview technique; • conceptualize the content of TV/video contributions and entire programs in editorial meetings and to independently design them.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • demonstrate advanced facilitation skills; • demonstrate in-depth knowledge of the use of studio technology.

Course Title	Writing Skills
German Course Title	Writing Skills
Interview Skills, and Writing Skills must be taken together!	
Degree Program	JOUR Bachelor
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment (tutorials)
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • plan research strategies for journalistic stories; • prepare and conduct research interviews in English; • apply English-language research tools and interview techniques in a basic manner; <p>Competence(s)</p> <ul style="list-style-type: none"> • implement the techniques of journalistic writing in English; • conceive different contributions in English on assigned or self-suggested topics and plan them with linguistic and stylistic confidence; • evaluate and discuss Anglo-American texts in terms of their journalistic quality.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • know characteristics of major forms of presentation in Anglo-American print journalism; • explain the meaning and use of forms of presentation in Anglo-American journalism.

Master

Course Title	Input Course
German Course Title	Input Course
Degree Program	JOUR Master
Credits	2 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment and written seminar paper
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • describe and discuss the subject in question from different perspectives; • compare different manifestations of the phenomena in question. <p>Overall competence</p> <ul style="list-style-type: none"> • critically reflect on relevant topics for their selected specialization and include them in their arguments; • draw corresponding conclusions.
Content & Knowledge	<p>After successfully completing this course, students will be able:</p> <ul style="list-style-type: none"> • outline the content (subject-specific and/or topical issues) heard and explored in (guest) lectures, panel discussions and work-shops from subject areas including business, finance, politics, society, social affairs, media, religion and culture; • apply the subject-area specific discourse to daily phenomena; • summarize what they have listened to in English-language guest lectures or workshops in their own words, using the correct technical terms in English.

4.7 Content Production & Digital Media Management (JOCOBA)

Bachelor

Course Title	Special Topic Media Economics
German Course Title	Special Topic Media Economics
Special Topic Media Economics, Special Topic Media Politics, and Special Topic Media Systema must be taken together.	
Degree Program	JOCOBA Bachelor
Credits	3 ECTS
Semester in Curriculum	6th semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • recognize, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • critically 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
Content & Knowledge	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 Politics
German Course Title	Special Topic: Media Politics
Special Topic Media Economics, Special Topic Media Politics, and Special Topic Media Systems must be taken together.	
Degree Program	JOCOBA Bachelor
Credits	2 ECTS
Semester in Curriculum	6th semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • recognize, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • critically 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
Content & Knowledge	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
Special Topic Media Economics, Special Topic Media Politics, and Special Topic Media Systems must be taken together.	
Degree Program	JOCOBA Bachelor
Credits	2 ECTS
Semester in Curriculum	6th semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner
Content & Knowledge	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	Business Case Skills and Business Case
German Course Title	Business Case Skills and Business Case
Degree Program	MGMT Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • employ critical-thinking skills to reflect on, research and solve a business case; • apply the specialized terminology of the field of study; • communicate, evaluate and incorporate feedback constructively; • give a formal presentation; • produce advanced written business texts according to prevailing standards; <p>Overall competence</p> <ul style="list-style-type: none"> • develop the ability to employ problem-solving skills;
Content & Knowledge	<p>Teaching and learning are centered around interactive, student-focused methods. Students will develop employability and/or academic skills through a variety of communicative tasks.</p> <p>Cross subject internationalization</p> <ul style="list-style-type: none"> • Implementing language skills in writing and in presentations.

Course Title	International Human Resource Management
German Course Title	International Human Resource Management
Degree Program	MGMT Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • describe IHRM models and concepts; • analyze elements of IHRM with respect to organizational challenges and framework conditions; • reflect on the cultural dimensions of classical models (e.g., the Hofstede model and the Global Leadership and Organizational Behavior Effectiveness model) • reflect on changes and challenges posed by diversity management. <p>Overall competence</p> <ul style="list-style-type: none"> • analyze elements of IHRM and implement them according to organizational requirements and framework conditions; • analyze the challenges posed by diversity management and implement diversity management concepts.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • understand and assess the growing importance of internationalization in human resource management; • understand the increasing complexity of international HRM in comparison to domestic HRM; • understand the influence of culture(s) on organizations and IHRM; • identify changes and challenges posed by diversity management.

Course Title	International Strategies - Case Study
German Course Title	International Strategies - Case Study
Degree Program	MGMT Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • work on practical issues in an international context; • explain complex issues associated with the internationalization of companies and prepare strategic solutions; • identify challenges in international management. <p>Overall competence</p> <ul style="list-style-type: none"> • analyze and evaluate internationalization decisions on the basis of concrete, real-life cases; • explain complex issues associated with the internationalization of companies and devise strategic solutions on the basis of case studies.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • understand internationalization decisions and their implications for business development using case studies as examples.

Course Title	International Supply Chain Management
German Course Title	International Supply Chain Management
Degree Program	MGMT Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • assess the relationships between international supply chains and their implications, and draw corresponding conclusions; • identify potential suppliers and partners (logistics, insurance, legal advice, etc.). <p>Overall competence</p> <ul style="list-style-type: none"> • plan, prepare, and implement international trade relationships for their individual procurement while taking into account opportunities and risks, as well as corresponding potential implications.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • understand the importance, opportunities, risks, and challenges of international supply chains; • understand the basic principles of international supply chain management; • understand corporate responsibility in terms of the international supply chains with regard to design and implementation.

Course Title	Leading Negotiations and Meetings
German Course Title	Leading Negotiations and Meetings
Degree Program	MGMT Bachelor
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • lead a formal business meeting and/or negotiation utilizing advanced language and moderation techniques; • develop and deliver a persuasive case; • adapt presentation and communication skills to evolving digital media. <p>Overall competence</p> <ul style="list-style-type: none"> • demonstrate employability skills at upper-intermediate to advanced level in relevant English-language tasks.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • identify relevant functional language, methods and/or concepts.

Course Title	Marketing Management
German Course Title	Marketing Management
Degree Program	MGMT Bachelor
Credits	4 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • apply the STP process and strategic tools in marketing planning; • achieve an in-depth understanding of brands and marketing management in an increasingly digital world; • create and understand briefings, and develop ideas for the implementation of advertising and marketing concepts throughout the customer journey. <p>Overall competence</p> <ul style="list-style-type: none"> • combine various marketing tools according to the briefing and implement them in a case study; • prepare this case study and the resulting marketing concept, and present it in a plenary session.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • define branding and brand management, and recognize its relevance; • recall and apply the STP process and strategic tools from the Principles of Management course; • define and explain the marketing management process as well as the content of product management; • explain digital marketing activities, evaluate channels and understand their application in basic terms; • describe marketing research tools, learn about and use relevant studies from Austria; • identify marketing service providers and explain market structures (domestic and international); • use analysis and research tools, develop target groups/personas, describe customer journey and touchpoint management; • explain relevant CRM and CRM tool tasks; • apply marketing controlling; • identify current trends; • describe international marketing, explain how international processes function and how digital developments impact international marketing.

Master

Course Title	Business Simulation
German Course Title	Business Simulation
Degree Program	MGMT Master
Credits	6 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Knowledge and course content</p> <ul style="list-style-type: none"> • retrieve knowledge from the first three semesters that is important for the restructuring/reorientation of a company. <p>Skills</p> <ul style="list-style-type: none"> • weigh corporate decisions regarding the restructuring/reorientation of a company and assess their consequences. <p>Overall competence</p> <ul style="list-style-type: none"> •restructure or realign a virtual company in the course of a simulation.
Content & Knowledge	<p>Cross subject sustainability</p> <ul style="list-style-type: none"> • The tasks cover ecological and social aspects. <p>Cross subject digitization</p> <ul style="list-style-type: none"> • If possible, the simulation will be implemented digitally. <p>Cross subject internationalization</p> <ul style="list-style-type: none"> •The international aspect of competitiveness is addressed and discussed.

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • act as a competent interlocutor in the context of change processes; • make decisions and argue for them using the tools and techniques learned; • foresee and consider the influence of corporate cultures on change processes; • play a formative role in change processes as a manager. • select and apply key instruments in change management in a targeted manner.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • identify and describe reasons for change processes in organizations; • identify change management models (e.g., Lewin, Kotter, etc.) and their links; • name the typical phases of change processes and identify them in case studies; • describe alternative courses of action for dealing with resistance in change processes and apply them in case studies; • derive the importance of communication in change processes; • analyze the influence of corporate culture on change processes; • understand the role of the manager in change processes.

Course Title	Crisis Communication
German Course Title	Crisis Communication
Degree Program	MGMT Master
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment and/or final examinations
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • analyze the relevance and influence of stakeholder interests in connection with crises and use them in the reorganization or restructuring process; • structure a communication strategy in the course of crisis management and select suitable communication measures. <p>Overall competence</p> <ul style="list-style-type: none"> • create a communication concept for a company or organization in crisis through suitable analysis, strategy, and implementation measures, and thus create the communicative prerequisite for a successful turnaround.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • outline the success and failure factors of crisis and restructuring management; • name possible stakeholder interests; • give an overview of possible integrated communication strategies in the crisis; • give an overview of the methods and instruments used in the communication process.;

Course Title	European Business Law and Compliance Management
German Course Title	European Business Law and Compliance Management
Degree Program	MGMT Master
Credits	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous assessment, Presentations & Case Study, Written Elaboration of a Case
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • connect the principle of the internal market and its freedom of trade with their own cross-border activities; • assess advantages and disadvantages as well as challenges as a participant in the European single market; • demonstrate compliance management as part of corporate responsibility. <p>Overall competence</p> <ul style="list-style-type: none"> • use the advantages of the European internal market, taking into account risks and legal framework conditions; • recognize and implement the impact of EU law on compliance management.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • understand the principle of the internal market and the free movement of goods, services, capital, and labor; • understand the essence of EU law in interaction with national law; • know and understand the causes, essential historical developments, and the current situation and challenges of the EU as a global economic partner and its member countries among themselves; • understand the principle and the corresponding framework conditions of compliance management.

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> critically assess their own strengths and weaknesses as managers; recognize solution-oriented, appreciative leadership behavior and constructively examine one's own actions as a manager in this regard; decide which leadership situation requires which leadership behavior, recognize and apply intercultural aspects of leadership. select and apply basic tools of employee management (e.g., performance appraisals, coaching, etc.) in a targeted manner.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> define the roles, tasks, and attitudes of a leader; describe different leadership style theories; recognize the importance of the social skills of a leader; recognize the possibilities of efficient team composition and goal achievement in a team and analyze the management options of a team; distinguish between the different types of performance appraisal interviews and identify communication options; understand coaching as a management task.

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • proactively contribute to planning and control processes, and assist with their implementation; • develop performance management systems and implement these as part of business management. • use strategic, tactical, and operative planning and control instruments. • design and use performance management tools; • use spreadsheet software as a tool in the context of the topics discussed.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • explain the functions of business planning and budgeting; • discuss modern and alternative approaches to corporate planning; • apply concepts of performance management as an integral part of corporate management processes; • explain fundamental business planning tools. (e.g., master budget, variance analysis, etc.); • describe tasks and development of reporting; • assess the implementation of modern planning concepts and instruments; • discuss developments in the area of digitization of business management. <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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • manage project portfolios • 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; • analyze interdependencies between current and planned projects, identify synergy effects, and derive decisions from them; • make decisions regarding implementation, postponement, or non-implementation on the basis of structured and comprehensible foundations.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • understand the nature and challenges of project portfolio management; • identify parameters for the evaluation of potential projects in terms of opportunities and risks, as well as their compatibility with business strategy; • determine interdependencies between ongoing and planned projects; • demonstrate knowledge of tools for the goal-oriented allocation of resources and ongoing control.

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • identify risks, calculate them with regard to possible effects and develop suitable preventive measures; • develop strategies for solving crises; • perform stakeholder analyses and make decisions based on them. • determine possible risks for organizations; • analyze risks, calculate their possible effects, and define suitable risk prevention measures; • define solution concepts for various crisis scenarios; • design stakeholder analysis concepts for defined companies or organizations.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • understand risk management as a necessity and an opportunity; • know the types of risk and their impact; • know risk analysis tools and their areas of application; • know risk prevention and crisis management tools; • name stakeholders for defined companies or organizations; • name parameters with regard to stakeholder analysis; • perceive stakeholder management as an opportunity and justify this.

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • identify the different stages of implementing a sustainability strategy in a company as well as designing one; • implement sustainability strategies; • evaluate the implementation of a sustainability strategy in a company. • present and critically reflect on the business relevance (business case) of ecological and social sustainability for companies; • distinguish and critically analyze different degrees of corporate sustainability;
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • describe and critically reflect on basic theoretical approaches and concepts in connection with corporate sustainability (such as CSR, corporate sustainability, and sustainability management); • explain various strategic approaches in connection with corporate sustainability, including their opportunities and challenges; • present the concept of stakeholder management and the importance of communication and collaboration with various stakeholders for corporate sustainability; • name mechanisms and instruments associated with sustainability management, such as sustainability marketing, sustainable supply chain management, sustainability reporting, sustainability-oriented innovations, and ESG management. <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
German Course Title	Turnaround Management
Degree Program	MGMT Master
Credits	3 ECTS
Semester in Curriculum	4th semester
Method of Assessment	Continuous assessment and/or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Knowledge and course content</p> <ul style="list-style-type: none"> • identify causes and phases of crises; • identify crisis characteristics and types of crisis; • outline strategies and measures for crisis prevention and crisis management. <p>Skills</p> <ul style="list-style-type: none"> • recognize and analyze the causes of crises and determine their relevance or decisiveness; • define and establish concepts for crisis prevention and crisis management; • define the essential steps of a turnaround including all necessary measures (HR, financing, etc.).
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • identify causes and phases of crises; • identify crisis characteristics and types of crisis; • outline strategies and measures for crisis prevention and crisis management.

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • develop and assess strategic concepts and orientation in the company; • use risk management tools. • calculate and interpret key figures; • use selected risk management tools and interpret the results.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • explain the basics of the shareholder value approach; • explain the principles of Value Based Management (VBM) and discuss them in the context of current developments in the field of CSR; • explain the concepts of risk management and risk strategy.

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	6 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Continuous partial assessment or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none">• apply common terminology of the field of study;• demonstrate understanding of and exploit relevant business texts for a specific purpose;• use appropriate language to execute a work-related discussion to decide on a course of action;• use appropriate language to argue a more complex case;• give a clear, systematically developed presentation;• produce everyday written business texts according to prevailing standards; <p>Competencies</p> <ul style="list-style-type: none">• complete productive (writing & speaking), receptive (reading & listening) and interactive tasks at the workplace at upper intermediate level;• demonstrate employability skills in relevant English-language tasks.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none">• identify common terminology of the field of study;

Course Title	English for Real Estate Professionals 4
German Course Title	English for Real Estate Professionals 4
Degree Program	REM Bachelor
Credits	6 ECTS
Semester in Curriculum	4th semester
Previous knowledge needed	This course is designed for students who have an advanced knowledge of English terminology used in and are professionals of the field of real estate.
Method of Assessment	Continuous partial assessment or final examination
Course Objectives	<p>After successfully completing this course, students will be able to:</p> <p>Skills</p> <ul style="list-style-type: none"> • apply (language) strategies to avoid misunderstandings in intercultural communication; • compose an appropriate, well-structured academic text on a relevant study topic; <p>Competencies</p> <ul style="list-style-type: none"> • master productive (writing and speaking), receptive (reading and listening), and interactive tasks in their industry-specific workplace and in their field of study at an intermediate to advanced level; • demonstrate employability skills in relevant English-language tasks.
Content & Knowledge	<p>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • recognize and assess cultural differences in international stakeholder communication; • recognize different varieties of spoken English; • describe the structure, function and fields of activity of relevant professional organizations in the real estate sector (including RICS, CEPI and TEGOVA); • explain the code of ethics of the individual professional organizations in the real estate sector (including RICS, CEPI and TEGOVA); • describe the evolving standard of the individual professional organizations on sustainability in real estate; • explain current trends relating to sustainable cities and municipalities, sustainable development goals and digitalization in real estate.

4.10 Tourism & Hospitality Management (TM)

Bachelor

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

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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • apply selected methods to research urban areas and assess their strengths and weaknesses • outline application-oriented scenarios for the use of the data-driven analysis techniques • process and visualize data appropriately and present it to relevant stakeholders • derive and formulate recommendations for action, ideas, concepts and implications for management on the basis of data-driven analyses • independently carry out data analyses, demonstrating practical relevance and adhering to academic criteria, and independently carry out case studies and/or mini-research projects, either in full or in part
Content & Knowledge	<ul style="list-style-type: none"> • Advanced data-driven analysis of urban areas • Advanced statistical analysis techniques (in particular multivariate analysis methods such as factor analyses, cluster analyses and regression analyses) • Learning to use a selection of techniques to research urban spaces, such as: <ul style="list-style-type: none"> • Mental mapping (a mental representation of a geographic area) • Social network analyses • Urban ethnography • GABEK® (Holistic Processing of Complexity) – a PC-supported method research method to organize knowledge through qualitative text analysis and depict knowledge networks to guide decision-making processes • GIS-based spatial analysis technique • Presenting and visualizing data • Preparing tables and diagrams • Designing infographics • Data-driven decision-making and deriving implications for management • Possible: Case study and/or mini-research project (e.g. analyzing an urban district from certain points of view)

Course Title	Leadership Skills
German Course Title	Leadership Skills
Degree Program	TM Master
Credits	4 ECTS
Semester in Curriculum	2nd semester
Method of Assessment	Ongoing assessment (40%) Written paper (60%)
Course Objectives	After successfully completing this course, students will be able to: <ul style="list-style-type: none"> • name and explain leadership and motivation theories • describe the difference between leadership and management and transfer this to a consultation process • prepare for and conduct challenging discussions with stakeholders in a professional manner
Content & Knowledge	Overview of fundamental leadership and motivation theories <ul style="list-style-type: none"> • Management vs. leadership • Illustration of modern leadership styles • Communication (with stakeholders) in consultation processes and projects • Discussion and moderation techniques • Negotiations • Conducting negotiations • Feedback • Dealing with resistance • Media training

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

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

Course Title	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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • draw general connections between ethics, the economy, society and politics, in particular in relation to issues of responsibility • systematically analyze and critically discuss ethical issues in management and consultancy • outline the general significance of the Sustainable Development Goals (SDGs) for the tourism sector • understand and describe current trends associated with sustainability management – in particular in the tourism sector, and transfer relevant approaches to sustainability into practice and implement them in an action-oriented manner
Content & Knowledge	<ul style="list-style-type: none"> • Introduction: Sustainable development and general connections between ethics, the economy, society and politics • Different ethical approaches, handling the ethical dimension of professional practice, especially in decision-making • Fundamental terms related to sustainable development, in particular the Sustainable Development Goals (SDGs) and their implementation in economic practice (in particular in tourism) • Current trends in sustainability management

Pls. note that a **field trip to a European city** (e.g. Venice) may take place in this course 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	After successfully completing this course, students will be able to: <ul style="list-style-type: none"> • to classify, analyze and assess future developments in tourism. • to think interdisciplinary in an international environment and to develop different scenarios. • to organize and execute communication structures and creativity processes in virtual space. • to design innovative and forward-looking perspectives for urban destinations and to represent them argumentatively.
Content & Knowledge	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>After successfully completing this course, students will be able to:</p> <ul style="list-style-type: none"> • perceive cities as constantly evolving, living systems • develop an understanding of the number of different areas of urban development and planning and shape areas of relevant to tourism in the context of the visitor economy • analyze and assess tourist mobility behavior in urban destinations, draw conclusions regarding the use of available space for the purposes of tourism, and develop these conclusions within the context of visitor economy management • assess measures in the field of visitor mobility, compare measures against examples of best practice and analyze their practical implementation
Content & Knowledge	<p>Urban development and planning:</p> <ul style="list-style-type: none"> • participatory urban development • architecture and urban design • urban sociology and economy • handling architectural heritage (cultural assets, World Heritage Sites, protected areas) • landscape and open space planning (urban landscape, green and open space, public space, social aspects such as accessibility, gender mainstreaming, gardens, exercise & sport), urban farming • urban district planning • geoanalysis, legal issues • spatial planning & mobility <p>Visitor mobility:</p> <ul style="list-style-type: none"> • tourist mobility behavior in general • intra-destination spatial behavior in urban settings • visitor management & control measures/systems • sustainable, multi-modal local mobility