Course Guide
Courses offered in English for Incoming Students

Winter Semester 2025/26
(September 2025 – January 2026)

FHWien der WKW
University of Applied Sciences for
Management & Communication

www.fh-wien.ac.at

Overview of courses offered in English

Winter semester 2025/26
(September - January)

1 Information about the Course Guide

In this Course Guide you will find a selection of courses taught in English in winter semester 2025/26 from our ten Bachelor's and nine Master's programs. Detailed information on the course contents is also included.

How to select your courses?
There are three possible ways to choose your semester courses:
1. you can choose one of our **International Semester Programs (ISP)**, or
2. **create your own semester plan** by choosing 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 only selected individual courses.
- ISPs are taught entirely in English.
- Students enjoy maximum flexibility when selecting an ISP: you select one ISP and can still combine it with individual courses.

All International Semester Programs are listed in chapter 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 those 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 all 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 make your own study plan, you can choose a maximum of 36 credits as your first choice. 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 Online / Digital Learning Agreement:
Receiving institution:
Name:	FHWien der WKW
Address:	Währinger Gürtel 97, 1180 Vienna
Faculty/Department:	CIEM (Center for International Education and Mobility)
Erasmus Code:	A WIEN21
Country:	Austria

Administrative contact person: ISTA (International Student Affairs)
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: Barbara Zimmer
E-mail address of the responsible person: ista@fh-wien.ac.at
Position of the responsible person Head of CIEM

2 International Semester Programs

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

Courses from the packages may also be booked individually. See chapter 4 for detailed course descriptions.

2.1 CIEM – International Semester Programs

2.1.1 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 Strategy and Strategic Controlling	5 ECTS
Change Management – Theory and Practice	5 ECTS
Communication and Organizational Culture	5 ECTS
Strategic Brand Management	5 ECTS
The Globalizing World of Multinational Companies	5 ECTS
Business English – Negotiations & Presentations	5 ECTS
total	30 ECTS

2.1.2 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
Communication and Organizational Culture	5 ECTS
Strategic Brand Management	5 ECTS
The Globalizing World of Multinational Companies	5 ECTS
Total	25 ECTS

2.2   Human Resources & Organization (HRO)

The International Semester Programs for Human Resources & Organization comprise courses at **Bachelor's level**.

2.2.1 Organization & Management 1 (ISP 3)

Title: ISP 3	
Economics	3 ECTS
English for the Global Workplace	3 ECTS
Gender & Diversity Management	3 ECTS
Managerial Accounting	3 ECTS
Marketing in HRM	3 ECTS
Negotiation & Conflict Management	3 ECTS
Project Management	3 ECTS
Strategic Management & HRM	3 ECTS
total	24 ECTS

2.2.2 Organization & Management 2 (ISP 4)

Title: ISP 4	
English for the Global Workplace	3 ECTS
Gender & Diversity Management	3 ECTS
Marketing in HRM	3 ECTS
Negotiation & Conflict Management	3 ECTS
Project Management	3 ECTS
Strategic Management & HRM	3 ECTS
total	18 ECTS

2.3   Tourism & Hospitality Management (TM)

2.3.1 Applied Tourism and Hospitality Management (ISP 5)

This International Semester Program comprises courses at **Bachelor's level**.

Title: ISP 5	
Current Topics in Tourism	6 ECTS
Destination Management	6 ECTS
Organizational Design & Process Management	6 ECTS
total	18 ECTS

2.3.2 Urban Tourism & Sustainable Destinations (ISP 6)

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 6	
Visitor Economy Strategy	3 ECTS
Urban Destination Competitiveness in the Digital Age	6 ECTS
Data Thinking for Tourism Destinations	6 ECTS
Systemic Change and Project Consultancy	6 ECTS
total	21 ECTS

2.3.3 Urban Tourism Management - Advanced (ISP 7)

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 7	
Creativity for Change and Innovation	6 ECTS
Consultancy Project	12 ECTS
Strategic Management	3 ECTS
Microeconomics of Competitiveness	3 ECTS
total	24 ECTS

3 Individual Courses - Overview by Study Program

Courses printed in bold are also part of an International Semester Program.

3.1 CIEM

Austrian Culture & more*	1 ECTS
A1/1 German Language	4 ECTS
A1/2 German Language*	4 ECTS
A2/1 German Language	4 ECTS
B1 German Language	4 ECTS
B2 German Language	4 ECTS
AI Tools for Business and Communication	4 ECTS
Airbnb, Spotify & Co.: Digital Business Models and Strategy	5 ECTS
Bitcoin, Ethereum & Co.: Blockchain Technology and Digital Assets	4 ECTS
Business English – Negotiations & Presentations	5 ECTS
Business Strategy and Strategic Controlling	5 ECTS
Change Competencies for Sustainable Development	2 ECTS
Change Management – Theory and Practice	5 ECTS
Communication and Organizational Culture	5 ECTS
Conflict Management	2 ECTS
Cost Accounting and Budgeting	4 ECTS
Cross-Cultural Management	4 ECTS
Developing Organizational and Managerial Wisdom	4 ECTS
Digital Marketing Strategies*	4 ECTS
Emotional Intelligence & Empathy in Leadership	2 ECTS
The Globalizing World of Multinational Companies	5 ECTS
Human Resource Management	4 ECTS
International Business - Understanding International Context, Identifying Business Opportunities	5 ECTS
International Contract Law	4 ECTS
International Financial Management	4 ECTS
International Journalism and Storytelling	4 ECTS
International Management: Managing Across Borders and Cultures	3 ECTS
International Sports Marketing	4 ECTS
Investment and Financing	4 ECTS
Investment and Finance in the Real Estate Sector	4 ECTS
Market Research	4 ECTS
Marketing Strategies and Decision-Making*	4 ECTS
Media Strategy and Planning*	5 ECTS
Modern Business Concepts	3 ECTS
Online Communication	4 ECTS
Philosophy of Science	4 ECTS
Public Relations, Crisis Management and Media Training*	4 ECTS
Real Business Simulation	4 ECTS
Sales Management*	4 ECTS
Social Skills	4 ECTS
Strategic Brand Management	5 ECTS
Sustainable Event Management	4 ECTS

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

3.2 Human Resources & Organization (HRO)

Bachelor	
Economics	3 ECTS
English for the Global Workplace	3 ECTS
Gender & Diversity Management	3 ECTS
Managerial Accounting	3 ECTS
Marketing in HRM	3 ECTS
Negotiation & Conflict Management	3 ECTS
Project Management	3 ECTS
Strategic Management & HRM	3 ECTS

Master	
Agile Project Management	3 ECTS
Responsible & Sustainable Business	3 ECTS

3.3 Communication Management (COM)

Bachelor	
Advertising Strategy (+ICLHE prof com)*	3 ECTS
Media Planning*	1 ECTS
Data Driven Advertising*	2 ECTS
Creative Writing (Text & Audio)	3 ECTS
Visual Content Creation (Graphic Design & Video)	3 ECTS

Master	
Data and Ethics as the Basis of Digital Communication Planning†	2 ECTS
Integrated Marketing Communication & Customer Centric Marketing*	2 ECTS
Microeconomics of Competitiveness*	3 ECTS
Performance in Marketing & Communication*	2 ECTS
Strategic Change*	3 ECTS

3.4 Marketing & Sales Management (MARS)

Master	
Conversational Design Prototyping*	3 ECTS
Natural Language Processing	3 ECTS

3.5 Financial Management (FIM)

Bachelor	
English for Finance Professionals	3 ECTS

Master	
Competitiveness and Business Architecture	6 ECTS
International Accounting	6 ECTS

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

3.6 Management & Entrepreneurship (MGMT)

Bachelor	
Economic Policy	3 ECTS
Intercultural Communication	1 ECTS
Project Management	3 ECTS
Strategies of internationalization	3 ECTS

Master	
Conflict Management	1 ECTS
Corporate Finance	4 ECTS
Innovation and Technology Management	6 ECTS
International Sustainability Project	4 ECTS
Mergers & Acquisition	2 ECTS
Microeconomics of Competitiveness MOC	3 ECTS
Negotiations for Leaders	1 ECTS
Strategic Change	3 ECTS

3.7 Tourism & Hospitality Management (TM)

Bachelor	
Current Topics in Tourism	6 ECTS
Destination Management	6 ECTS
Organizational Design & Process Management	6 ECTS

Master	
Creativity for Change and Innovation	6 ECTS
Consultancy Project*	12 ECTS
Data Thinking for Tourism Destinations	6 ECTS
Elective 1: Sustainable Tourism and Urban Development – Rethinking the Inner City	6 ECTS
Elective 2: Making Sense of – and "Managing" New Urban Tourism	6 ECTS
Microeconomics of Competitiveness	3 ECTS
Strategic Management	3 ECTS
Systemic Change and Project Consultancy	6 ECTS
Urban Destination Competitiveness in the Digital Age	6 ECTS
Visitor Economy Strategy	3 ECTS

3.8 Journalism & Media Management (JOUR)

Bachelor	
Anglo-American Journalism	1 ECTS
Global Events & Developments	3 ECTS
Lobbying	2 ECTS

3.9 Content Production & Digital Media Management (JOCOBA)

Bachelor	
Gender Studies: Turkish Middle Eastern and Asian Contexts	2 ECTS
Journalism Writing Skills	3 ECTS
Newsroom Project: Multimedia	6 ECTS
Newsroom Project: TV	6 ECTS
Representation of Syrian Refugees in News and Studies in Turkey	2 ECTS
Special Topic: Dynamics in the Countries of the Middle East*	2 or 3 ECTS
Welcome on Air	6 ECTS

3.10 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	
Business and Professional English 2*	2 ECTS

3.11 Real Estate Management (REM)

Bachelor	
English for Real Estate Professionals 3	6 ECTS

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* 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

<div align="center" style="color:red">**Compulsory Course!**</div>

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	1 ECTS
Content	This course prepares you for your semester in Austria. We would like to make you familiar with the Austrian culture and the challenges you may face during your semester abroad. The course will focus on interactive contents where you will have the chance to get to know Austrian specific characteristics and the other exchange students as well as the similarities and differences between various cultures. Furthermore, you will get an understanding of stereotypes and reflect prejudices and the definition of "culture" and "cultural identity". The second part of the course will be the collaboration at our "GO INTERNATIONAL!" Fair, an event dedicated to our regular students, where we inform them about the exchange possibilities. You will support us by representing your home country and university. Participation at the fair is compulsory! For this course you will receive a pass/fail, but not a letter (A-F) or standard grade (1-5).

Course Title	A1/1 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
Performance evaluation	Continuous assessment; final oral and written examination
Course Objectives	Students are able to communicate in a simple manner as long as their conversational partners speak clearly and slowly and are willing to help. The teaching aims correspond to the A1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture and the Austrian way of living.
Content	The following skills and communicative situations are emphasized and practiced throughout the course: • Introducing yourself and asking for someone's name • Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.) • Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs • Adequately responding to simple questions, orders, comments, announcements on the 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 • Formulating of and adequately responding to commonly used requests and demands • How to book a hotel room and to notify the hotel staff of possible problems in the hotel room • 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 • Basic grammar rules • Giving a short presentation about yourself and your home country

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
Performance evaluation	Continuous assessment; final oral and written examination
Course Objectives	Students are able to communicate in a simple manner as long as their conversational partners speak clearly and slowly, and are willing to help. The teaching aims correspond to the A1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture and the Austrian way of living.
Content	The following skills and communicative situations are emphasized and practiced throughout the course: • Introducing yourself and asking for someone's name • Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.) • Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs • Adequately responding to simple questions, orders, comments, announcements on the 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 • Formulating of and adequately responding to commonly used requests and demands • 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 • Basic grammar rules • Giving a short presentation about yourself and your home country.

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
Performance evaluation	Continuous assessment; final oral and written examination
Course Objectives	The teaching aims correspond to the A2 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living. Students learn to understand commonly used expressions, which are related to information about themselves and their environment (e.g. family, shopping, and work). They are able to communicate in daily life situations, which involve the exchange of basic information, and topics they are familiar with. Furthermore, they also acquire the ability to describe their home country, education, their environment and situations related to basic needs. This course focuses on communicative situations of professional life.
Content	The following skills and communicative situations are emphasized and practiced throughout the course: • Introducing yourself in a professional context and describing your occupation and tasks • How to ask for information 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 e-mail or phone in a private and professional context • How to book a hotel room and express specific needs • How to book a table in a restaurant • How to invite someone to a business meal and how to react appropriately to someone's invitation • Do's and Don'ts in business situations • Conversational topics at a business meal; small talk • How to thank someone for a favor and how to congratulate someone via e-mail • Talking about public transport and traffic • How to ask for directions • Formulating of polite requests and wishes • Talking about present and past events • 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
Performance evaluation	Continuous assessment; final oral and written examination
Course Objectives	The teaching aims correspond to the B1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living. Students learn to understand commonly used expressions, which are related to information about themselves and their environment (e.g. family, shopping, and work). They are able to communicate in daily life situations, which involve the exchange of basic information, and topics they are familiar with. Furthermore, they also acquire the ability to describe their home country, education, their environment and situations related to basic needs. This course focuses on communicative situations of professional life.
Content	The following skills and communicative situations are emphasized and practiced throughout the course: • General and detailed understanding of authentic listening exercises and texts • Speaking and writing about familiar topics, personal interests as well as experiences and currents affairs • Expressing possibilities, wishes, dreams, opinions, agreement and disagreement in a conversation • Talking about time and punctuality • Describing images and graphs • Speaking about occupations and professional skills • 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 • Smalltalk 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 media habits (TV, Internet, etc.) • Talking about advertisements and products • Comparing information; asking for details; explaining • Clearly expressing your opinion • 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	B2 German Language
German Course Title	B2 German Language

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Discussions, group work, presentations, homework
Performance evaluation	Continuous assessment; final oral and written examination
Course Objectives	The teaching aims correspond to the B2 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living.

Students are able to communicate about a wide range of topics in a clear and detailed manner, as well as to express a point of view by explaining the advantages and disadvantages of the subject matter. They also possess the ability to understand challenging, longer texts and to extract implicit meanings. |
| Content | The following skills and communicative situations are emphasized and practiced throughout the course:
• General and detailed understanding of authentic listening exercises and texts
• Varieties and variances of German; typically Viennese expressions
• Giving presentations about your home country, cultural differences to Austria, learning styles and intercultural experiences
• Summarising a text
• Speaking and writing about familiar topics, personal interests as well as experiences and events
• Writing letters to the editor and professional reports
• Writing cover letters and applications
• Writing letters of complaint
• Describing and commenting on images and graphs
• Explaining and discussing concepts of culture, stereotypes, prejudices, and conventions
• Understanding the meaning and usage of idioms and phrasal verbs
• Talking about your professional life and career
• Grammar revision: prepositional verbs; adjective declension; linking devices with subordinate clauses; indirect speech and passive voice. |

Course Title	AI Tools for Business and Communication
German Course Title	AI Tools for Business and 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	• Short, interactive input sessions with live demos • Laptopbased "tryitnow" labs • Minicases from journalism, business, communication and media practice • Group work with teaching input to refine prompts and outputs • Guided discussions on best practices for using AI at work
Performance evaluation	Course assessment is a mix of in-class work and assigned tasks: • **Project (40 %)** – develop and present an AIenhanced solution (e.g., campaign concept, prototype microsite, process improvement). • **Weekly Skill Missions (30 %)** – brief, toolbased tasks after sessions. • **Personal AI Playbook (30 %)** – curated prompt library, tool overview.
Course Objectives	Upon completion of this course, students will be able to • select and justify appropriate **AI tools** for writing, research, design, media production, productivity and light automation; • integrate **AI outputs into professional work** while maintaining **accuracy** and a selected voice; • design a **personal workflow** that aligns AI tools with individual career goals; • collaborate in multidisciplinary teams to **solve real problems** with AIenhanced methods.
Content	Content Structure Eight Core Learning Areas

Code	Category	Core handson tools
A	Writing & Ideation	*ChatGPT · Claude 3 · Mistral · Gemini ·*
B	Research & Verification	*Perplexity · NotebookLM · Scite.ai · fragdaspdf.de · DeepL*
C	Visual Design	*Canva Magic Design · Gamma · Midjourney · DALL·E 3 · tldraw*
D	SocialMedia Creation	*Scripe.io · Predis.ai · blaze*
E	Audio Production	*Descript · ElevenLabs · Riverside*
F	Video Production	*Runway Gen2 · Pika 2.0 · OpusClip · Synthesia / HeyGen · Capcut*
G	Productivity & Collaboration	*Prompt Manager/PromptHub · tl;dv ·*
H	Automation & Prototyping	*instance.so (AT) · pyne.ai · AI agents*

Several featured tools offer a viable free tier. In other cases, the pro version will be shown and discussed in class.

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
Performance evaluation	4 Assignments + Final Group Presentation
Course Objectives	Upon completion of this course, the students should be able to understand and interpret: • 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 rom strategy to execution.

Course Title	Bitcoin, Ethereum & Co.: Blockchain Technology and Digital Assets
German Course Title	Bitcoin, Ethereum & Co.: Blockchain Technology and Digital Assets

Degree Program	Center for International Education and Mobility (CIEM)/International Management
ECTS credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Teaching, Distance Learning, Group Work
Performance evaluation	4 Assignments + Final Group Presentation
Course Objectives	Upon completion of this course, the students should be able to understand and interpret: • How blockchain technology works • Smart contracts, their potential and challenges • The role of decentralised applications in Web 3 Digital assets and the emergence of a new paradigm at the intersection of blockchain technology and finance
Content	This course focusses on the fundamentals, ideas, opportunities and challenges of blockchain technology and digital assets.

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
Performance evaluation	Continuous assessment. The continuous performance assessment is based on the grades for the following topic blocks: presentation skills, rhetoric and body language (40%) and their use in the integrated final examination (final presentation: 60%) at the end of the semester.
Course Objectives	Upon completion of this course, students are able to: • Communicate effectively in a variety of business situations in English (functional English) • Understand and use business language phrases in English • Understand the main ideas in complex texts on concrete and abstract topics • Understand specialized discussions in business contexts • Converse fluently and spontaneously, so that normal interactions with native speakers are possible without great difficulty in understanding for either party • Express themselves clearly and in detail, verbally and in writing, on a wide range of topics; explain their position on a specific issue and list the pros and cons of alternatives • Differentiate between formal and informal situations, in both spoken and written contexts, and respond appropriately to the situation • Understand the characteristics of different kinds of texts, and use the correct language when producing them; tailor texts to their target audience
Content	Introductions, apologies, requests, invitations, developing conversations, prompts and responses, discussion of teleworking and modified working hours, techniques for linking and formalizing writing, identifying false friends, functional language used by the chairperson in meetings, language for signposting presentations, use of conditional structures in business situations

Course Title	Business Strategy and Strategic Controlling
German Course Title	Business Strategy and Strategic Controlling

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Lecture, Group work
Performance evaluation	Final examination, group work
Course Objectives	Upon completion of this course, the students should be able to see the differences between operational and strategic management within a corporation. They should understand the different stages of strategic decisions (corporate, business unit, functional), they should understand the 'stakeholder'-concept and what the players in the near/far environment give to/want from the corporation. The students should show that they have acquired competences to use and apply the most important concepts of strategic analysis.
Content	Business Management – What is it, what business are we in? • Analysis – Choice/Options/Implementation - Phases within the Strategy process, • Vision and Mission (Ashridge) • Goals and objectives • Corporate Governance (CSR, Sustainability) • What is the basic goal of strategic management – sustainable competitive advantage – how do we get that? • What are the stakeholders for company – and what are these objectives? • Primary (Employees, Customers, Suppliers, Competition, Shareholders) • Secondary (Banks, Unions, State, Interest groups, Media, …) • Market-driven vs. resource-based strategy • What is the market providing? • What does the company possess (Resources & Capabilities) • The value chain analysis • How can the company grow? (vertical, horizontal) • What is the Supply-chain (basic) • 'Generic' strategies (Ansoff, Porter) • Organizational Culture, Structure, Control Systems within an organization

Course Title	Change Competencies for Sustainable Development
German Course Title	Change Competencies for Sustainable Development

Degree Program	Center for International Education and Mobility (CIEM)/International Management
ECTS credits	2 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Lectures, discussions, group exercises
Performance evaluation	30% individual work: Throughout the course, participants write weekly reflections. 70% group work: The course participants work on a sustainability solution for a real-world challenge. This solution is to be presented at the end of the course.
Course Objectives	Upon completion of this course, the students should be able to - describe the concept of sustainable development and understand its application to the business level - outline an approach to solving sustainability problems collaboratively and the sustainability competencies required to do so - apply these sustainability competencies to a specific sustainability problem
Content	This transdisciplinary course introduces you to six competencies that will empower you to co-create and support sustainability solution processes on the individual, organizational and systemic levels. These *competencies* encompass: - Understanding complex systems with *Systems Thinking Competency* - Identifying values & norms in a system with *Values Thinking Competency* - Thinking about futures with *Futures Thinking Competency* - Designing strategies with *Strategic Thinking Competency* - Fostering self-awareness, resilience and motivation with *Intra-personal Competency* - Collaborating and communicating for change with *Inter-personal Competency* You will develop and reflect on your personal competency profile. In addition, you will receive tools and impulses on how to apply and further develop these competencies in your personal and professional life. Note: Brundiers, Katja, et al. provide the scientific basis for the course "Key competencies in sustainability in higher education—toward an agreed-upon reference framework." Sustainability Science 16 (2021): 13-29.

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
ECTS 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.
Performance evaluation	Each student will be assigned to a group, to present a project before the class. The cases will be handed out early in the session. The project will consist of a written analysis and a 5 to 7-minute presentation, followed by a 5-minute Q&A. The intent is for the students to amplify on materials covered in the course, applying this material to a "real" situation using PowerPoint, and/or other creative and entertaining delivery vehicles. Thoroughness, objectivity and articulation will be the basis for the grade given. The students will be asked to submit short synopsis of significant articles provided through the Moodle site. The final exam will be multiple choice questions short answers and a short case and will be comprehensive. Students will be responsible for learning both the reading, and information provided by class discussions and group case presentations
Course Objectives	Upon completion of this course, the students will be able to define the key concepts associated with change management and specifically to: • 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	Communication and Organizational Culture
German Course Title	Communication and Organizational Culture

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	Lectures, interactive activities, role-plays, case studies
Performance evaluation	Essay; group project involving a presentation and report
Course Objectives	After completing this course, students should be able to understand the basic elements — assumptions, values, and artifacts — of organizational culture, draws on communication and management research findings, and integrate practical applications. Students will be able to identify and realize organizational culture from different points of view, create cultural interpretations, and ultimately make informed work decisions. After completing this course, students should be able to: 1. Explain what organizations are and how communication functions within them 2. Apply appropriate communication and organizational culture methods and behaviors in an organizational setting 3. Assess communication and organizational culture within an organization to interpret organizational culture and incorporate organizational culture in communication methods 4. Recognize and respond constructively to cultural differences in communication.
Content	• Explain the meaning of Organization and Organizational Communication • Explain the meaning of Culture and Organizational Culture (Integration of Artifacts, Values, and Assumptions) • Core Characteristics of Organizational Culture • Communicating Culture • The Structure of Organizational Culture • Developing, Managing, and Changing Organizational Culture • Culture Formation • Cultural Maintenance • Cultural Change in Organizations • Creating a Vision of the Organization and Its Culture • Socializing New Employees to the Culture • Leadership and Organizational Culture; • Personal, Professional, and Organizational Ethic

Course Title	Conflict Management
German Course Title	Conflict Management

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	Lectures, case studies, simulations, short workshops
Performance evaluation	Exam - Test
Course Objectives	Upon completion of this course, the students should be able to: • Distinguish between different types of organizational conflicts; • Apply appropriate methods to prevent escalation of dysfunctional conflicts; • Identify the most appropriate conflict management style and methods for different conflict situations in organization; Develop a conflict management strategy.
Content	1. Conflicts – Occurrence and Effects; 2. Types of Organizational Conflicts; 3. Role of Conflict Management; 4. Specifics of Conflict Management Process; 5. Methods for Conflict Resolution and Prevention; 6. Development of Conflict Management Strategy; 7. Conflict Management Impact on Organizational Performance.

Course Title	Cost Accounting and Budgeting
German Course Title	Cost Accounting and Budgeting

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, as well as presentations by the students
Performance evaluation	Case Study (20%) and final written exam (80%) To pass the lecture, the students have to achieve more than 50% on the final exam and more than 50% in total.
Course Objectives	After completion of this course the students will be able to analyse the cost situation of a company and implement cost saving measures. This will help to prepare an integrated budget, e.g. draft cost/income, balance sheet and cash flow statement. Identification of possible measures to manage cost in times of cash flow constraints. Using ratios to summarize and analyze the economic situation of a company.
Content	Cost Accounting • Understanding the basic controlling concepts • Transition between external, internal and cash flow accounting • System of Cost Accounting (cost-type, -centre, -unit) • Differentiation and distinction between variable and fixed costs • Taking advantage of Decision Oriented Cost Accounting for the purpose of maximising profit • Break Even Analysis for aiming at the right utilisation in business situations • Being able to manage scarce resources by the means of analyzing cost situation • Exercises on cost-types, - centres, -allocation and Break Even Analysis Budgeting • Applying the basic principles of budgeting • Integrated overall budgeting (cost/income statement, cash flow statement and balance sheet) • Understanding the difference between Performance and Financial Planning • Calculation and interpretation of Return of Investment • Describe appropriate measure to boost business performance

Course Title	Cross-Cultural Management
German Course Title	Cross-Cultural 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 lecture, experiential exercises, role plays, presentation
Performance evaluation	Final report, exam
Course Objectives	The course aims to: • Provide students with a conceptual, theoretical and practical knowledge of intercultural management • Concepts and theory • Review existing literature and theory in the field of inter- and cross-cultural management • Understand the challenges of intercultural management • Help participants to understand the theoretical foundation of managing an international workforce in a multinational corporation, its processes, tools and implementation within corporations • Discuss the relevance of diversity in multinational corporations and during internationalization processes • Provide a basic foundation to enable the student to understand, analyze and make appropriate strategic choices in a multi-cultural workplace and to apply intercultural skills in concrete situations
Content	• The concept of culture • Cultural differences and concepts • Culture shock and stress • Cross-cultural management styles, communication, and leadership

Course Title	Developing Organizational and Managerial Wisdom
German Course Title	Developing Organizational and Managerial Wisdom

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, exercises, group work, case studies
Performance evaluation	Projects
Course Objectives	Upon completion of this course, the students should be able to • Predict how values impact organizational action. • Predict the ways in which different rationalities impact organizational action. • Predict how power impacts organizational action. • Clarify how the values and rationalities embedded in their major differ from other disciplines and align with their preferred values and rationalities. • Integrate their understanding of values, rationality, and power to assess complex organizational dilemmas and provide recommendations • Reflect on their strengths and weaknesses affecting their ability to be a positive force of change
Content	Students will learn the inner political nature of organizations and begin developing skills to become wise agents of action. This course will focus on three elements required to get things done in an organization: values, rationality, and power. Students will learn how these attributes impact people's ability to achieve goals and how, though they may lead to conflict, they are the means to build supportive alliances. This course will teach actionable strategies students may apply to manage these political dynamics to drive wise organizational action. Content includes: • The different values pursued in organizational settings • The complex interactions between different values sought by groups and individuals within an organization • Tactics individuals and organizations use to address value conflicts within an organization • The various forms of rationalities people use to gain knowledge • The complex interactions between the different types of rationality used by groups and individuals within an organization • Methods individuals and organizations may use when the knowledge available to inform action is limited • Tactics individuals and organizations use to address conflicts between rationalities in an organization

Course Title	Digital Marketing Strategies
German Course Title	Digital Marketing Strategies

Please note: Choose EITHER "Digital Marketing Strategies" OR "Marketing Strategies and Decision-Making"!

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
Performance evaluation	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	Upon completion of this course, the students should be able to: • 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	Content of the subject will include: • 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	**Emotional Intelligence & Empathy in Leadership**
German Course Title	**Emotional Intelligence & 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
Performance evaluation	Immanent performance assessment
Course Objectives	This course introduces students to the foundations of Emotional Intelligence (EQ) and Empathy. We explore how Emotions generally manifest into a narrative that you carry into your personal and work life. We will study the four core principles of EQ and understand how they directly our impact how we think, act & feel. We will also look at the ways in which they can determine our decisions both positively and negatively. To take part in this course, you will be required to engage and participate in all class activities and discussions. The space is created for individuals to explore their emotions safely with others and create the awareness required for change.
Content	This course will look at the elements of human emotion, how they are expressed, how they are managed and how they influence our choices. By identifying emotions, students will be able to understand power-dynamics, negotiations and body language. It will also give students the opportunity to explore their own level of EQ and empathy in the work sphere during role-plays.

Course Title	The Globalizing World of Multinational Companies
German Course Title	The Globalizing World of Multinational Companies

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.
Performance evaluation	The assessment requires the students to identify a MNC they believe has adapted their business over time to be successful in the current world market. The students are required to review the evolution of the industry in which the MNC is located, trace the development, and evaluate the success of the current strategy of the MNC.
Course Objectives	This course is based on the premise that we live in a global age. This is a very complex, rapidly changing environment and it is difficult to fully grasp the significance for business. However, it is important that business understands the sheer magnitude, diversity and complexity of globalization, which involves almost everyone, everything and every place, each in immeasurable ways. Not only national expectations on ecological and social impact when doing business have changed but also global market opportunities by creating and implementing sustainable business models. Multinational Companies (MNCs) through intelligence and skillful management can develop markets and negotiate optimum production locations. In turn, the resulting location patterns show up around the world as key areas of industrial development and industrial excellence. However, these developments are recently also challenged by discussions of political and economic dependencies. In this context, there is occasionally even talk of deglobalization. The course seeks to develop an ability to analyze global processes and flows which impact on business from a strategic perspective. In addition, it aims to provide participants with the knowledge and skills to analyze industries and MNCs business to see how they have evolved in recent years in such a complex and changing global environment; furthermore, how the implementation of sustainability contributes to market opportunities. Learning outcomes: On completion of this course students should be able to: • Explain globalization, the drivers and the changing global economy of the 21st century; • Recognize and explain the major international process and flows which impact on the global environment; • Identify and understand the role of the key institutional and financial structures governing the global economy; • Recognize, explain and think of the global flows of people and environmental influences which impact on the management of MNCs and business enterprises; • Identify, describe and explain negative flows and processes which cause change to MNC operations; • Identify ecological and social aspects of a MNC's business model and explain transformation and implementation strategies; • Identify, describe and explain the patterns of specified industries throughout the world;- • Analyze and synthesize MNCs to explain their adaptation to the global environment over time and evaluate their current strategies.

Content	Part I. An Introduction to the Global World facing the MNC
	1. Globalization and the MNC
	2. Prerequisites for organizations to operate on a global level
	Part II. Global Flows and Processes facing MNC
	3. Global Political Flows and Processes
	4. Global Financial and Economic Structures and Processes
	5. Global Economic Needs: Understanding and Negotiating in a global environment
	6. Global Cultural Flows and Processes: Corporate Culture and People's Mind Set
	7. Global Flows of People and Impact on Leadership Concepts, Organizations, and People in MNC
	8. Digitalization as a catalyst for global organizations
	9. Global Environmental Flows and Adaption of the MNC to globalizing world
	10. Mergers & Acquisitions driving internationalization
	Part III. Global Patterns of Industry
	Selected cases from different industries (film industry) and/or examples provided by the students.

Course Title	Human Resource Management
German Course Title	Human Resource Management

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	This course differs from the approach taken in many classes since the Professor uses the Harvard Business School teaching method with its creative mix of interactive lectures, multimedia cases, discussions, role-plays and innovative assignments.
Performance evaluation	Written Exam
Course Objectives	The objective of this course is to provide participants with a deeper understanding of the contemporary human resource management. After completing this course, students should be able to: • Explain in detail some of the frameworks that underpin managing people in organizations • Employ these models in analyzing practical problems of human resource management • Describe the implications these models have for managing organizations and employees
Content	The management of human capital in large, established enterprises creates a range of multi-faceted challenges for the general manager. A general manager needs to understand the internal workings of a firm, how to assess and create a strategy, and how to take into account increasing globalization. While these issues are distinct, they are very much intertwined. As a result, this course will provide you with an integrated view of these challenges and show you that successful human resource management in the 21st century requires a combination of insights drawn from economics, sociology, psychology and political economy. The course has two main parts. The course starts with a session in which you will receive a roadmap for this two-day-long journey. The first major part of the course will deal with fundamental issues of strategy, examining issues central to the long- and short-term competitive position of an enterprise. We will develop a set of analytical frameworks that enable you to explain performance differences among firms and that provide a structure for strategic decisions in managing people to enhance firms' future competitive positions. The second part of the course stresses the fact that organizational life is built around a complex interplay of social forces. Networks of cooperation, group conflicts, systems of power and influence, career paths, and reward systems shape how people and organizations manage and are managed. In this part of the course, we will create a framework for analyzing the impact of these social forces on individuals, groups, and the organization. In particular, we study how to motivate and lead those you manage. Moreover, we will study how to develop and implement human resource systems that achieve competitive advantage through the management of people.

Course Title	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
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
Performance evaluation	Two assignments and one final written examination
Course Objectives	This course is based on the premise that as national economies are merging into an interdependent, integrated global economic system, there are enormous opportunities for companies and individuals to identify opportunities and niche markets to develop small businesses in foreign countries. The objective of the course seeks to develop an ability to analyze international business opportunities from a strategic perspective. In addition, it aims to provide participants with the knowledge and skills to manage business in a complex and foreign environment, and provides an overview of the international economic and cultural frameworks within which international businesses have to operate. Upon completion of this course, students should be able to: • explain globalization, the drivers and the changing global economy of the 21st century, including the position of Austria in the international business context • recognize and explain the major international institutional and financial influences on international business operations and management • recognize, explain and predict the impact of cultural and environmental influences on the management of international enterprises and foreign operations • describe international planning and controlling practices, and apply alternative market entry options and strategies (including alliances) • identify and explain the main characteristics of the operations, marketing, finance, accounting and tax management and human resource functions of organizations in an international context • research, evaluate and select a country to prepare a profile for potential market entry • analyze and synthesize national and international environmental data to develop recommendations and strategy for a company or an individual market entry.
Content	International Business and Globalization; World Trade and Investment Theory and Practice; International Financial Systems and Environment; Economic Environment; Political and Legal Environment; Culture Environment; Strategy for International Business; Entry Strategies and Strategic Alliances for Foreign Markets; Organization Design and Control; International Human Resource Management; International Marketing and Production/Operations and Logistics; International Financial Management, Accounting and Taxation.

Course Title	International Contract Law
German Course Title	International Contract Law

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, case studies and discussion
Performance evaluation	Project work & case studies
Course Objectives	After this course the students will: • Be able to negotiate contracts on an international level • Be aware of the similarities and differences of different legal systems • Understand the principle of offer & acceptance • Know how to structure a cross-border contract • Be able to make use of internationally recognized tools, such as the letter of Credit or the INCOTERMS
Content	The course provides sound knowledge with regards to: • The generally recognized principles in International Commercial Law • Differences in negotiation styles among nations • Comparison of the Anglo-Saxon legal-system vs. the continental European legal-system (as most legal systems around the world are either based on one or the other) • The areas where local laws may matter • The importance of agreeing on a choice of law and the place of jurisdiction • The universally applicable INCOTERMS • The so-called "Letters of Credit" which secure the payment of international transactions • How to structure an international contract.

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	Lectures (including power point slides) covering various topics. Assigned readings and short cases covering lecture topics. Homework covering important quantitative topics, e.g., exchange rate forecasting models
Performance evaluation	Assigned homework Short quizzes (multiple choice questions covering lecture material) One major exam near the end of the course (short essay questions)
Course Objectives	Upon completion of this course, students are able to provide an understanding of issues facing global business firms and global investors to enable effective financial decision-making.
Content	This course will focus on: • The financial issues facing global business firms and global investors • We will explore the impact of exchange rates on businesses and investors • We will examine models, which businesses and investors can use to help in forecasting future moves in exchange rates • We will examine strategies, which business and investors can use to protect against adverse changes in exchange rates • We will examine other financial issues resulting from the globalization of financial markets • Cross border financing and cross border investing.

Course Title	International Journalism and Storytelling
German Course Title	International Journalism and Storytelling

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Lecture-based, with active student participation (in-class group work)
Performance evaluation	Final exam, short written assignments, in-class group work
Course Objectives	Participants should gain a more sophisticated understanding of the principles of modern journalism in theory and practice.
Content	This course introduces students to the concepts and skills of journalism, investigative journalism, and storytelling techniques. It explores and analyses the current state of Anglo-American journalism as well as how it is practiced in the Middle East. Students will learn the basics of what it takes to become a journalist and will engage in an elaborate simulation, whereby they will need to investigate and write a story. They will also research Pulitzer-Prize-winning stories related to public service. The course is held in English and active in-class participation is required. Readings are accessible in terms of language level. This course is recommended for both journalism and non-journalism majors.

Course Title	International Management: Managing Across Borders and Cultures
German Course Title	International Management: Managing Across Borders and Cultures

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.
Performance evaluation	Presentations, case analyses, exam.
Course Objectives	The purpose of the course is to stimulate in the student's mind the curiosity for management practices of companies involved in International Trade and gain an understanding of international business, strategy and operations from a global perspective.

After completing the course, students will be able to:
- Understand the complexity of international business environments and to learn how to compete in these diverse environments.
- Examine the strategies and structures of international management.
- Assess the special roles of an international manager's various functions
- Indicate the cultural factors that should be considered in the determination of management styles and HRM policies.
- Describe the public policy and political factors that can affect the risks of entering and operating in a foreign country.
- Identify the key ethical and environmental issues that are typically connected with international business.
- Discuss the pros and cons of various methods for entering national markets. |
| Content | International management – Economic, legal, political and technological framework; Cultural context; Strategy for international operations. |

Course Title	International Sports Marketing
German Course Title	International Sports Marketing

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Lecture-based course that uses case studies, group projects, class presentations and textbook reading assignments. The lectures are backed up by power point presentations made available to the students.
Performance evaluation	Major Project (25%); Olympic Presentation (5%); Mid-Term Exam (30%); Class Participation (10%); Final Exam (30%)
Course Objectives	• Have a general understanding of sport marketing, its industry and participants, and the unique socio-economic culture it operates in • Identify the challenges that professional sports franchises in general face globally • Understand the business side of sports and be able to identify the different sources of revenue and expenses • Have a general knowledge of the elements that go into a successful sports sponsorship program • Identify how sponsorship effects major international events • Be conversant on how different sports leagues world-wide, including the NBA, the NHL, and FIFA, market themselves • Understand the IOC selection process for choosing Olympic Host cities. • Understand the business aspects of organizing an Olympic Games
Content	This course examines the full breadth of sports marketing and sponsorship, its use in the marketing plans of corporations and its function inside amateur and professional sport internationally. This project-based course will appeal to sports administrators, event organizers, promoters, community relations and marketing personnel who address sports marketing in their occupation.

Course Title	**Investment and Financing**
German Course Title	**Investment and Financing**

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, case studies and exercises. Discussion of work in progress and results.
Performance evaluation	Presentation of case study and final written exam.
Course Objectives	After completing the course, students will be able to apply the time value of money to cash flows. Students can evaluate investment projects by using dynamic (and static) investment appraisal tools. In addition, students can name the advantages and disadvantages of different equity and debt-based financing instruments for business.
Content	Principles of management Strategic key questions of a company and stakeholder management Understanding the key interactions between integrated financial statements (Case study on profit/loss, balance sheet and cash flow statement) Investment decision support/appraisal 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 in investment appraisal Comprehensive case study and exercises on investment appraisal Financing Overview, classification and liquidity Introduction to cash flow analysis (direct and indirect) Working capital management (cash conversion cycle, receivables and payables management) Leverage effect Weighted average cost of capital • Comprehensive case study and exercises on cash flow.

Course Title	Investment and Finance in the Real Estate Sector
German Course Title	Investment and Finance in the Real Estate Sector

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	Prepare financial statements independently
Performance evaluation	Immanent examination character and final examination
Course Objectives	After completing this sub-module, the students will be able to • Create and calculate a financing model for a real estate project with different asset classes using a calculation program • Create static and dynamic investment calculations • Quantify and qualify risk criteria in the financing calculations and take them into account. Competencies: • from the various financing offers, to select the variant that is suitable for the respective real estate object/project in terms of costs/results and to recognize and analyze the decision-making parameters for this; • to recognize the various financing parameters of real estate financing banks and to use them optimally for their real estate objects/projects.
Content	• Financing of residential, commercial and special properties • Preparation of EDP-supported planning calculations (interest service, forms of repayment, periodic liquidity situation) by means of which the profitability of individual types of financing for the specific project can be verified or falsified • Instruments for evaluating financing offers, taking into account the current situation on the money and capital markets • Basic procedures of dynamic investment calculation, model extensions, and risk considerations • New types of financing: crowdfunding, tokens (blockchain technology).
Further Reading	Investment & Financing: Weichselbaum/Walch: Real Estate Financing Handbook. Vienna, Linde, in the current version

Course Title	Market Research
German Course Title	Market Research

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, workshop and mini-project
Performance evaluation	Home assignment (mini-project) and various tasks during the semester
Course Objectives	Market research is an essential component of any successful business strategy. This course is designed to provide students with a comprehensive understanding of the market research process, including research design, data collection, analysis, and reporting. The main goals of the course are that students • develop an awareness of the role of market research in marketing management • understand market research terminology • acquire a basic understanding of the market research process • learn how to identify and define research problems, develop research questions and design research studies • are introduced to the most common market research techniques, both qualitative and quantitative research methods, including (mobile, in-app) surveys, (online) focus groups, interviews, and observational research as well as the use of predictive analytics and machine learning algorithms that help to identify patterns and trends in consumer behavior • gain the ability to critically evaluate the quality of research data, learn how to analyze data and interpret research findings in a meaningful way • keep up with ethical considerations in research, such as ensuring the privacy and confidentiality of research participants. Note: No specific technical skills are required (data preparation is not part of this course, "only" data analysis).
Content	In a fast-moving business environment, a strategic approach to marketing is essential. Given that, you can only determine your strategy when you know your current position. Market research is an essential prerequisite for strategic marketing management. Market research can be defined as the implementation of quantitative and qualitative research methods, whose aim is to collect market information and analyze it. This information about the market environment, about the competitors and particularly about the consumer constitutes the basis that enables marketers to define and evaluate their strategies. After an introduction to the most common market research theory students will conduct am Mini-Market-Research Project. The objective of the research project is to provide students with some experience in applying the concepts and methods of market research to a real marketing problem. Students will have the opportunity to explore the world of market research and gain a comprehensive understanding of this field.

The students will carry out a "mini-project" and write a research report.
By the end of the course, students will have a solid foundation in market research methodology and be equipped to design and execute effective research studies that provide actionable insights for business decision-making.

Topics:
- The Role of Market Research
- Quantitative and Qualitative Market Research – including (mobile, in-app) surveys, (online) focus groups, interviews, and observational research, e. g. social media listening as well as the use of big data, AI, VR and voice-activated devices.
- The Market Research Process
- Research Designs
- Sample Size and Determination
- Data Preparation and Analysis
- Research Reports.

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

Please note: Choose EITHER "Digital Marketing Strategies" OR "Marketing Strategies and Decision-Making!

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	Reading, lecture, discussion, case studies
Performance evaluation	One individual assignment, one group presentation, one written exam
Course Objectives	The objective is to develop the students' understanding of the process of marketing decision-making and strategy development. The course covers real-life applications of concepts learned in marketing. We will use a case study approach, based on teamwork, to stimulate discussions concerning managerial decision making and to illustrate how strategic marketing programs are planned and executed. After the course, the student should: • Be able to use different analytical techniques (from SWOT to Game theory) to have the opportunity to identify problems and find solutions • Have ability to apply marketing theory to a wide range of problems • Be able to make strategic decisions based on specific management processes and heuristics • Be able to design, implement, and monitor models to solve complex issues by using functional marketing strategies
Content	• Strategic analysis; Competitor analysis, research • Branding, Brand Identity, Brand Communication, Mission Statements • Product, Place, Price Promotion and People; • Marketing Today; Digital Marketing; Influence of Social Media • The Strategic process: Planning, organizing, and monitoring of marketing strategies; Organizational structures; Leadership.

Course Title	Media Strategy and Planning
German Course Title	Media Strategy and Planning

Please note: This course is entirely ONLINE.

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
Performance evaluation	On-going assignments; Final Exam in the form of a presentation
Course Objectives	To provide students with a solid understanding of the media business with particular focus on strategic media planning and integrated marketing communications. The course offers both lecture and a hands-on, practical approach to media plan development.
Content	• Media Business Overview & Terminology: Relationships & Media agency role, Media terminology, Media math (metric formulas), Advertising in media • Understanding the Planning Process: Media channels, Audiences/Targeting, Media measurement, Media types, Strengths & weaknesses, Advertising formats • Theory, Strategies & Client Brief: Briefing to execution, Planning tools and services, Media strategies by business situation, Media strategies by task, Local market media strategies, Strategic reach & frequency, Strategic planning, Creative media planning, Real world barriers to media strategy • Market Analysis • Target Analysis • Strategy & Channel Selection • Setting Goals/Planning.

Course Title	Modern Business Concepts
German Course Title	Modern Business Concepts

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	3 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Lecture, Group work
Performance evaluation	Partial performance and/or final examination
Course Objectives	After completing this course, students will be able to: • understand Design Thinking Concept • explain and use Innovation Process Model • understand and describe the use of Design Thinking Processes in different contexts in the modern global economy • explain roles and use of Design Thinking Methods for Start-Ups and large companies • apply Design Thinking Methods • use E-Learning tools for the development of new products and concepts
Content	Design Thinking Concept, Innovation Process Model, Design Thinking Methods, Design Thinking in Information Technology, Design Thinking for Start-Ups.

Course Title	Online Communication
German Course Title	Online Communication

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Interactive lectures with exercises, videos, discussions, examples, group work. Independent study, online-test, blended learning elements, individual assignments.
Performance evaluation	Online-test, active participation, continuous assessment, project work
Course Objectives	Upon completion of this course, students are able to: • Understand the history & the principles of online communication • Recognize the relevance of online communication in the areas of external and internal communication • Know the key areas of application for online communication tools (e.g. website, social media, blogs, wikis, newsletters, chatbots, var. web 2.0 tools and web marketing: SEM incl. SEO and SEA, SMM incl. SMA and SMO) • Create an online communication strategy, know how to approach operational implementation and evaluate success of an online communication presence or campaign • Get a holistic understanding of online communication.
Content	• History of online communication (incl. social media) • Online communication principles & online customer journey • Critically analyze & discuss how social media changed communication & society Online communication and law • Online communication (incl. social media) landscape overview, facts & figures Analyze strengths, weaknesses and possibilities of various online communication • Tools and social media platforms • Creation, integration and management of online communication • Strategy, tools, advertising, measuring & monitoring.

Course Title	Philosophy of Science
German Course Title	Philosophy of Science

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	Explanation of terms, concepts and thinkers of philosophy of science by the lecturer; presentation of examples from different sciences; experiments & thought experiments; debates / discussions
Performance evaluation	Online multiple-choice test at the end of the semester
Course Objectives	Upon completion of this course, the students should be able to: • Understand the importance of scientific thinking and the scientific method • Differentiate between scientific and non-scientific statements • Explain puzzles about what science describes and seeks to explain • Evaluate rival theories about scientific methods and the metaphysics of science • Articulate positions and arguments in discussions
Content	Do you know the movie "The Matrix"? Have you ever thought about the possibility that the world you are living in is not real? Have you ever had the suspicion that your life is just a dream (René Descartes) or you are caught in a cave (Plato) and don't know how to escape from it? What can we really know about reality and how can we figure that out systematically? Are there only white swans because all swans we have seen until today were white (Vienna Circle, Karl R. Popper)? Will the sun rise again tomorrow and how can we be sure? What are the obstacles on our way to (scientific) knowledge and how can we overcome them? Does "astrology" supply us with reliable information about the world? Can "homeopathy" really help with getting rid of sickness? Is "Marxism" a science or just a belief system? Will "psychoanalysis" help us to understand ourselves? What do the natural sciences, social sciences and humanities – they all call themselves "science" – have in common and what are the differences? This course will deal with all of these questions and more. It starts at the very beginning of systematic knowledge: our senses and our skills of logical thinking. It deals with different concepts of "science" and philosophical thinking of science and how to differentiate between scientific and non-scientific ways of exploring and explaining the world, by running through the most important steps of Western philosophy. • Let's start… in PLATO'S CAVE: What is knowledge? What is science? Why do we want it? Why do we need it? • Basic philosophical disciplines (ontology / metaphysics, epistemology, philosophy of science, ethics & social philosophy, philosophy of nature) • Logic & empiricism (experiments & thought experiments) • Terms & Concepts 1 (deduction, induction, abduction, analytic vs. synthetic, model, hypothesis, theory) • History of philosophy of science: pre-philosophical "science" (religion, mythology); Presocratics, Plato, Aristotle • History: from the Middle Ages to modern times (Bacon, Descartes, Hume) • History: 20th century – overview • Logical empiricism • Popper: falsification • Kuhn: scientific revolutions • Lakatos: methodology of scientific research • Feyerabend: against method

	• Realism / Antirealism
	• Terms & concepts 2 (causation, causality, probability, chance, experiment, observation, law of nature)
	• Natural sciences vs. humanities and social sciences – specifications & problems (e.g. different versions of bias)
	• Social & ethical problems of / with science
	• BAD EXAMPLES (e.g. homeopathy, astrology, Marxism, psychoanalysis).

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

Please note: This course takes place entirely ONLINE.

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.
Performance evaluation	One assignment, one presentation, class participation and then final exam (which has to be passed in order to pass the course)
Course Objectives	To gain an understanding of the role of effective communication and Public Relations practices in building, enhancing and protecting the value and reputation of any organization.
Content	• Communication: Verbal, non-verbal, visual, electronic • Media and Society: National and cultural differences, influence of various channels (Student contribution) • Integrated Communications: Defining and creating the 'voice' of a brand or organization. • Public Relations: Defining PR, PR in the Marketing mix, roles in Business, Government, NGOs, Not for profit, Advocacy vs. 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
Performance evaluation	Assessment by course work
Course Objectives	After a Real Business Seminar, you will be able to: • Understand all levels of your company and take the right management decisions • See the complex responsibilities of the company's success • Understand the details of financial- and cost accounting Eevaluate finance and investments • Understand the needs of working aligned to the chosen strategy • Evaluate the benefit of managerial accounting systems • Develop your own ratios and take decisions from your information systems • Better communicate the need for planning and budgeting • Realize the value of your company and how to manage it
Content	Real Business is a management and company simulation that enables an efficient transfer of business knowledge. In an intensive seminar (2-3 days) participants work together in teams and are confronted with the most relevant topics of business administration and business management. Due to the nature of the simulation, the participants develop necessary management instruments themselves and can immediately use them in practice. This method ensures the long-term success of their learning experience. The following topics are covered in the seminar: • Accounting and Balance Sheet • Financial Statement Analysis and Corporate Ratios • Cash Management and Treasury • Process Management and Flow of Capital • Finance and Investment Decisions • Cost Accounting • Marketing and Pricing • Strategic Management • Value Management and Shareholder Value • Company Evaluation Real Business is especially suited for international teams. The interaction and the intense teamwork ensure the development of a common understanding of the company. Specifically, Real Business allows for the development of • a common culture among the team • an understanding of different cultural backgrounds • a common language and communication style • roles as well as strengths of each participant • respect for different approaches in problem solving • Concept of risk utility function • Practical case study.

Please note: This course takes place entirely ONLINE.

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, discussion, cases and current readings
Performance evaluation	Term paper, final exam, group project, presentation, participation
Course Objectives	• Understand the personal selling process, the dynamic nature of strategic sales management and the resulting effects on an organization and its customers • Understand the basic framework of different sales organization types, as well as diverse staffing and sales training strategies • Understand the role of leadership in selecting, motivating, evaluating and compensating a sales force • Understand the fundamental role of sales planning including forecasting, budgeting and sales territory management • Gain exposure to different cultures, values and ethics, and how to factor them into making executive marketing decisions
Content	An analysis of problems and concepts concerned with marketing, the management of salespeople and the concept of organizational ethics in a selling environment. The course includes a survey of marketing research, product planning, pricing, channels of distribution, promotion and ethical considerations. Further, emphasis is placed on the role and function of sales forces and ethical implications of management in a global economy.

Course Title	Social Skills
German Course Title	Social Skills

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level.
Method of Instruction	Integrated course
Performance evaluation	Continuous assessment. The continuous performance assessment is based on the grades for the following topic blocks: presentation skills, rhetoric and body language (40%) and their use in the integrated final examination (final presentation: 60%) at the end of the semester.
Course Objectives	Upon completion of this course, students are able to: • Formulate expectations and objectives • Get to know all other students in the same year group during group exercises • Be familiar with responsible individuals and their function in the degree program • Structure presentations optimally in terms of content • Prepare effective presentations, both visually and in terms of the target group • Employ rhetorical style elements skillfully • Look for and find arguments systematically and based on the topic • Construct targeted arguments and employ them effectively • Engage in discussions in a professional manner • Reflect on their own strengths and weaknesses • Notice and employ basic characteristics of body language • Interact with others in a professional manner and behave appropriately based on the situation • Receive and provide feedback and constructive criticism • Reflect on and develop performance and capabilities • Employ contemporary media in a targeted fashion
Content	Getting acquainted with other students in group exercises Presentation techniques: Preparing, structuring and giving presentations; using • supplemental media • Evaluation of presentation skills • Personal communication: effect on others • Body language: conscious use and decoding signals in conversations • Rhetoric • Argumentation techniques • Feedback techniques Reflection on goal-oriented development and suitable application transfer.

Course Title	Strategic Brand Management
German Course Title	Strategic Brand Management

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	PowerPoint slides, case studies
Performance evaluation	Case discussion & brand audit presentation: 40% Written exam: 60% Case studies Cases will be uploaded a week before the discussion. You must print them out, read them and be ready to answer questions during the lecture. It will be a group discussion and a brain storming exercise. You are expected to make thoughtful and constructive contributions. Brand audits As a group you are asked to analyze the key branding strategies and tactics of 3 given brands within one industry. Moreover, you are asked to comment on other groups' presentations, as if you were senior managers or competitors. Workload It is expected that you spend at least five hours per week studying this course. This time should be made up of reading, research, working on exercises and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with other activities.
Course Objectives	Brand management addresses strategic branding decisions faced by an organization on an international level. This course gives insights into how brands are managed, how to establish and identify brand positioning and values, as we all as how to plan and implement brand marketing strategies and measure brand performance. The course provides relevant theories, concepts, techniques and models in branding. It combines lectures, group exercises, case discussions as well as insights from guest speakers. Course aims: • Provide an understanding of the meanings of brand in alternative ways • Provide the appropriate concepts, theories and techniques related to the important issues in brand management operations • Enhance students' ability to apply creative and critical strategies and tactics involved in developing, positioning, leveraging, managing a brand, and measuring its value On successful completion of this course, students should be able to: • Assess different viewpoints on brand and to think cogently and critically about these viewpoints • Analyse specific problems and challenges in brand management, and to devise sound and practical solutions to these problems • Use resources (e.g., marketing research, research studies, articles, online brand management journals, etc.) in an informed and skilful way as part of

	the process of developing ideas, plans and solutions
	• Effectively communicate branding knowledge in oral and written contexts
	• Work individually and as an effective member of a team
Content	I
	Lecture 1: Introduction to brand management & course
	Lecture 2: Customer-based brand equity & brand positioning
	Lecture 3: Brand resonance & brand value chain & discussion case I
	Lecture 4: Branding strategies & choosing brand elements to build brand equity
	Lecture 5: Designing marketing programs to build brand equity & discussion Case
	II
	Lecture 6: Integrating marketing communications to build brand equity
	Lecture 7: Guest speaker & global branding strategies
	Lecture 8: Leveraging secondary brand associations to build brand equity
	Lecture 9: Guest speaker & measuring brand equity
	Lecture 10: Brand audit presentations
	Lecture 11: Brand audit presentations & recap/questions/feedback
	Lecture 12: Final Exam.

Course Title	Sustainable Event Management
German Course Title	Sustainable Event 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-based/in-class activities
Performance evaluation	Assignment #1 – Event Critique Assignment #2 – Event Proposal/Event Plan Midterm Exam Assignment #3 – Event Proposal Presentations Assignment #4 – Sponsorship Package
Course Objectives	Upon successful completion of this course students shall be able to: • Collect and interpret research to plan, design, promote, and implement an event • Analyze contracts and liabilities • Produce a budget for a specific event • Perform as a team member with fellow students • Discuss, describe and evaluate different types of events and festivals dominating today's market place • Differentiate between for profit and not for profit events • Deliver Risk and Feasibility Study for event • Analyze the economic benefits of special events • Prepare a strategic plan and event proposal • Differentiate between fundraising and sponsorship and discuss strategies for the same • Develop a comprehensive event plan • Develop a marketing communications strategy that includes public relations and advertising • Develop an implementation plan for crisis management • Develop leadership skills.
Content	Sustainable Event Management is a rapidly developing business practice. This course will enable students to be effective managers in planning and staging special events for Tourism, Cultural, Business and Sporting Events. Special Events are a significant segment of the Tourism Industry, exemplified by the meetings, conventions, exhibitions and incentives business. Cities plan thousands of sporting events and festivals to attract tourists. In addition, there are innumerable private celebrations including weddings, parties, and ceremonies. Students will be able to plan all aspects of special events from concept and design, marketing and promotion, risk management, staging and staffing, operations and logistics, safety and security to monitoring and evaluation of the event. Detailed Course Description: • Discuss, describe and evaluate different sizes, types, characteristics and complexities of special events. • Develop a systematic approach to planning, developing, and marketing of special events, including festivals, celebrations, exhibitions and special corporate events and events within events. • Provide practical planning and marketing methods and techniques for use by corporate, not-for-profit and event marketing organizations including feasibility and risk assessment. • Differentiate between fundraising and sponsorship and discuss strategies

	for the same. • Use strategic marketing to acquire event audience and forge successful corporate alliances (Stakeholders or partners). • Develop a comprehensive event plan incorporating: a strategic and operational plan, sponsorship strategy, marketing plan (including target markets, communication strategy), financial and risk management assessment and event evaluation. • Examine the costs and benefits (both economic and social) of special events. • Examine careers and employment opportunities in a constantly changing environment and relative industry organizations.

4.2 Management & Entrepreneurship (MGMT)

Bachelor

Course Title	Economic Policy
German Course Title	Wirtschaftspolitik

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance assessment	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this module, graduates will be able to: Knowledge and course content • learn about different economic systems and schools of thought; • name the ideological foundations of economic policy; • understand and critically question current economic policy and state institutions (national and international); • learn about types/causes of market failure and discuss them using contemporary examples; • apply and draw conclusions from the following teaching content in particular: • globalization, economic cycles and economic policy, the role of the state, capital markets, and the financial sector • interventions, environment, institutions (subsidies, taxes, EU) • fiscal policy and monetary policy, institutions (central banks, IWF) • market failures (public goods, asymmetric information, ext. effects, natural monopolies • heterodox economics • beyond GDP, post-Keynesianism, neo-liberalism, feminist economics, income concentration • green economy, sustainability, current topics. Skills • understand and explain global interdependencies in the world economy, as well as the role of various players in this ecosystem; • explain economic policy and government intervention in terms of economic effects. Overall competence • understand and analyze economic policies and evaluate their importance for affected businesses.
Key teaching/learning activities	Cross subject sustainability • Inclusion of case studies for future-proof economic policy measures characterized by environmental and social compatibility. Cross subject digitization • Provision of digital access to economic data used for analyses, e.g.: Statistics Austria, ECB, OECD, IWF. Cross subject internationalization • Participation in an international week/an international project with a focus on economics and international markets.

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	1 ECTS
Semester in Curriculum	3rd semester
Performance assessment	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this module, graduates will be able to: Knowledge • recognize the pronunciation features of a variety of English dialects. Skills • reflect on their own cultural and intercultural experiences and re-spect differences; • develop their ability to adapt communication strategies in diverse contexts. Overall competence • build knowledge, skills, and attitudes to communicate more effective-ly in intercultural contexts.
Key teaching/learning activities	Teaching and learning are centered around interactive, student-focused methods. Students will develop intercultural competence through a variety of communicative tasks. Cross subject internationalization • Business English and Intercultural Communication Skills.

Course Title	Project Management
German Course Title	Projektmanagement

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance assessment	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this module, graduates will be able to: Knowledge and course content • identify the theoretical principles of traditional, agile, hybrid, and new forms of project management and their instruments; • understand projects and project management as components of modern and efficient business organization; • be able to participate in PMA certification on the basis of the knowledge acquired; • apply and draw conclusions from the following teaching content in particular: • project management systems (traditional, agile and hybrid project management as well as new forms) • project management guidelines and standards (e.g., DIN 69901:2009, ICB 4.0, PMBOK®, PRINCE2®) and procedure models (e.g. scrum, critical chain project management, V-model XT, Spotify model) • business project management (program and portfolio management, project organization and roles in the project) • methodological basic knowledge on topics and tools in the area of initiation and project start, planning (scope, date, cost, and resource planning, financing), monitoring and management (business controlling), project completion, information and communication, quality management, soft skills (team leadership, social competence, self management, time management), stress management. Skills • select the most important tools from different project management systems and appropriately connect them and apply them. Overall competence • independently define, commission, plan, and manage projects - support their own projects with project management tools and take on the role of project manager; • contribute to a project team responsibly and in a socially competent manner to achieve a successful collaboration.
Key teaching/learning activities	Cross subject sustainability • Case studies for practice/testing purposes are exclusively related to future-proof projects that take into consideration environmental and social responsibility. Cross subject digitization • Where possible, tasks for practice/testing purposes take place digitally (e.g., MS Excel). Cross subject internationalization • Case studies for practice/testing purposes including questions relevant to an international context.

Course Title	Strategies of internationalization
German Course Title	Internationalisierungsstrategien

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance assessment	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this module, graduates will be able to: Knowledge and course content • explain the fundamentals and theories of internationalization and international management; • understand the legal, political, and cultural frameworks of interna-tional management and assess their impact; • comprehend the various aspects and implications of intercultural management; • classify the ways in which an internationalization process impacts corporate sub-areas; • explain international strategy development methods. Skills • account for the challenges involved in corporate internationalization with a holistic mindset i.e., from a strategic, financial, and cultural perspective; • analyze and classify the framework conditions as well as risks of in-ternationalization; • assess the macroeconomic factors involved in the internationalization process; • evaluate models for the structured selection of expansion markets and apply them in an exemplary manner. Overall competence • explain the intercultural aspects of international management and their implications for elements of corporate governance, and apply them to concrete situations; • analyze factors that influence internationalization decisions and de-velop concrete strategies from them.
Key teaching/learning activities	Cross subject sustainability • Internationalization case studies including issues that address the environmental and social responsibility of international companies. Cross subject internationalization • Participation in an international week/an international project with a focus on economics and international markets.

Master

Course Title	Conflict Management
German Course Title	Conflict Management

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	1 ECTS
Semester in Curriculum	3rd semester
Performance assessment	Continuous assessment
Learning outcomes	After successfully completing this sub-module, graduates will be able to Knowledge and course content • state the key conflict criteria (among others, types of conflict, conflict dynamics, conflict patterns, escalation levels, etc.) and the use of conflict analysis. Skills • use conflict analysis to shed light on complex conflict situations in organizations in order to develop adequate strategies and alternative courses of action; • prepare conflict discussions successfully and lead them in a de-escalating manner. Overall competence • reflect on their own conflict solution template; • act in a solution-oriented manner when conflicts arise and, if necessary, introduce preventive measures.
Key teaching/learning activities	Reflect on one's own conflict behavior, making alternative action strategies visible through conflict analysis.

Course Title	Corporate Finance
German Course Title	Corporate Finance

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	4 ECTS
Semester in Curriculum	3rd semester
Performance assessment	Continuous assessment
Learning outcomes	After successfully completing this sub-module, graduates will be able to

Knowledge and course content
- reproduce terms of corporate finance and international corporate finance;
- differentiate between long-term and short-term financing and show examples (e.g., raising equity capital, working capital management, etc.)
- explain the Capital Asset Pricing Model (CAPM);
- define the term "company value" in connection with company valuation;
- present the advantages and disadvantages of different valuation methods for company valuation.

Skills
- calculate the capital asset pricing model and interpret the results;
- compare valuation methods (e.g., DCF, asset value, trading multiples, etc.) and check them for plausibility;
- apply the concepts of corporate governance and operational risk management and identify and assess problems in companies, such as financial distress and principal-agent problems.

Overall competence
- actively address financing issues in the company, select and present possible solutions/alternatives |
| Key teaching/learning activities | Cross subject sustainability
- Where possible, tasks for practice/testing purposes are related to future-proof projects that take into consideration environmental and social responsibility.

Cross subject digitization
- Where possible, tasks for practice/testing purposes will be completed digitally (e.g., MS Excel). |

Course Title	Innovation and Technology Management
German Course Title	Innovation and Technology Management

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	6 ECTS
Semester in Curriculum	3rd semester
Performance assessment	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this sub-module, graduates will be able to Knowledge and course content • understand the importance of innovation for growth; • state the types and dimensions of innovation; • outline triggers, resistance, methods of implementation, and dynamics of innovation; • assign success factors of innovativeness, innovation strategies, and relevant terms. Skills • select technology strategies and predict technology trends; • define or create technology roadmaps and technology portfolios; • select technology tools for the respective task; • assess the effects of digitization on business models and anticipate their consequences; • perceive trends in innovation and technology strategies and analyze them for their own areas of application. Overall competence • assess the significance of innovations for business development; • distinguish between key types and focuses of entrepreneurial innovation; • understand the supporting circumstances for and resistance to innovations in companies and, based on this, derive concrete measures to promote innovations; • recognize the importance of innovation management and explain its functions; • name and characterize the phases of innovation processes; • outline current developments and trends in customer access and explain their advantages in comparison to traditional variants; • develop an understanding of marketing that takes these current developments and trends into account and translates them into concrete elements of marketing planning; • combine the elements of the module in such a way that special entrepreneurial unique selling points, and thus growth potential, can be worked out from the support of innovative business ideas with innovative approaches in customer access; • formulate a technology strategy and ensure implementation with appropriate tools.
Key teaching/learning activities	Cross subject sustainability • Where possible, tasks for practice/testing purposes are related to future-proof projects that take into consideration environmental and social responsibility. Cross subject digitization • Aspects of digitization are discussed.

Course Title	International Sustainability Project
German Course Title	International Sustainability Project

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	4 ECTS
Semester in Curriculum	3rd semester
Performance assessment	Continuous assessment
Learning outcomes	After successfully completing this sub-module, graduates will be able to Knowledge and course content • understand an international project/an international task with a focus on sustainability in terms of economic, ecological, and social responsibility and understand the relevance of the individual elements; Skills • analyze the current task of the project/task; • identify relevant sources of information and obtain the required information; • define the fields of action; • set up a structure with regard to the approach to the task; • create a project plan and document the work on the project. Overall competence • implement an international sustainability project.
Key teaching/learning activities	Cross subject sustainability • Core topic of the sub-module. Cross subject digitization • In particular, include the (critical) use of digital information sources. Cross subject internationalization • Core topic of the sub-module.

Course Title	Mergers & Acquisition
German Course Title	Mergers & Acquisition

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	2 ECTS
Semester in Curriculum	3rd semester
Performance assessment	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this sub-module, graduates will be able to Knowledge and course content - explain the background and decision-making bases for mergers & acquisitions, synergy effects, goals of strategic investors vs. financial investors; - understand and explain possible types of M&A deals such as MBO (Management Buy Out), MBI (Management Buy In), joint venture, takeovers, etc.; - explain the common valuation methods in merger & acquisition deals; - describe M&A processes from a legal point of view, from the MoU/LoI, to the signing and closing of the SPA (Share Purchase Agreement), including post-closing/integration aspects. Skills - create and interpret analyses of different scenarios in connection with mergers & acquisitions; - perform evaluations in different company situations and constellations. Overall competence - evaluate possible M&A scenarios and make business decisions based on these results
Key teaching/learning activities	Cross subject sustainability Wherever possible, best-practice examples from the area of sustainability are used.

Course Title	Microeconomics of Competitiveness MOC
German Course Title	Microeconomics of Competitiveness MOC

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance assessment	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this sub-module, graduates will be able to Knowledge and course content • demonstrate knowledge of state-of-the-art concepts for improving the competitiveness of businesses, sector clusters, and regions; • identify innovation and productivity as drivers of prosperity at the corporate and regional levels; • outline the alignment and transformation of businesses and regions from a resource and investment-driven economy to a knowledge-driven economy; • outline general connections between the corporate environment and effects on the company and strategy development. Skills • 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 for organizational development measures. Overall competence • support the transformation of companies with regard to competitiveness as a (future) manager or decision-maker; • support the competitiveness of clusters and regions and combine them with goals and measures of organizational and human resources development; • apply knowledge in the context of a specific research project for a specific country and cluster.
Key teaching/learning activities	Case studies

Course Title	Negotiations for Leaders
German Course Title	Negotiations for Leaders

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	1 ECTS
Semester in Curriculum	3rd semester
Performance assessment	Continuous assessment
Learning outcomes	After successfully completing this sub-module, graduates will be able to Knowledge and course content • understand and explain basic negotiation techniques (including negotiation phases, process design, and the Harvard concept). Skills • reflect on and optimize their own negotiation style; • use models for preparing, leading, and following up on negotiations; • categorize and analyze specific elements of negotiation phases. Overall competence • prepare negotiations in a targeted manner and be convincing in negotiation discussions.
Key teaching/learning activities	Practice specific negotiation situations, including feedback

Course Title	Strategic Change
German Course Title	Strategic Change

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance assessment	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this sub-module, graduates will be able to Knowledge and course content • describe and analyze the current strategic state of a company with suitable instruments; • critically reflect on and formulate corporate goals • initiate and implement strategic change, in which students identify innovations and market opportunities and develop and discuss strategic options (e.g., growth vs. de-growth approaches, refocusing, ambidexterity); • describe challenges, opportunities, and effects of strategic change; • understand the role of corporate governance and executives in the implementation of change and identify and discuss resistance in organizations; • understand and describe the interaction of business strategy and organizational measures for implementation (e.g., restructuring). Skills • analyze the strategic current status with the help of suitable instruments, develop options for transformation, and derive effects on organizational and human resources development measures. Overall competence • research complex strategic problems based on theories and discuss solution opportunities in an application-oriented manner; • classify and critically discuss academic papers; • complete application-oriented exercises in group work; • develop a strategic understanding and perspectives as a (future) manager or decision-maker, and initiate and reflect on strategic change in organizations.
Key teaching/learning activities	Case studies, specialist articles, exercises, group discussions

4.3 Human Resources & Organization (HRO)

Bachelor

Course Title	Economics
German Course Title	Economics

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Written final examination and/or continuous assessment.
Learning outcomes	After successfully completing this sub-module, graduates will be able to: Knowledge and course content • define basic economical concepts - describe economic systems and schools; • describe the interaction of supply and demand on markets, distinguish between different market forms, and analyze their effects on market equilibria; • explain the basics of national accounts and their key figures - analyze economic processes at the macroeconomic level; • describe and discuss current economic policy and institutions; • describe forms of market failures and discuss them using current examples; • critically assess economic theories; • explain functions and notions of the job market - describe its influence on HRM; • discuss current topics such as green economy and sustainability; • explain digital approaches to economic analysis data. Skills • apply common macroeconomic models; • apply economic formulas, analyze results and be able to apply them to examples in the context of the job market and HR; • assess economic developments. Competencies • analyze different markets or market situations, draw conclusions from them and design proposals for decision-makers; • analyze and evaluate economic policy measures.

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

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this sub-module, graduates will be able to: Knowledge • identify differences in various cultures; • identify characteristic features of a variety of accents in English. Skills • apply appropriate strategies to reduce cross-cultural misunderstanding. Competencies • 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.

Course Title	Gender & Diversity Management
German Course Title	Gender & Diversity Management

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this sub-module, graduates will be able to: Knowledge and course content • describe core concepts, basic terms, and objectives of gender and diversity management (e.g., diversity, diversity management, diversity & inclusion); • describe approaches and stages of development of diversity management; • identify key drivers of diversity management and determine opportunities and risks of diversity; • reproduce essential concepts and critically question their practical relevance; • explain developments and current research on gender and diversity; • describe mechanisms of social inequality, exclusion, and discrimination; • explain unconscious biases, stereotypes, forms and mechanisms of discrimination; • explain the implementation of diversity management in the organization; • describe requirements for HR management in the context of gender and diversity, and designate gender- and diversity-sensitive challenges (e.g. regarding personnel selection and team collaboration); • describe related disciplines such as corporate social responsibility and corporate sustainability, SDG. Skills • analyze (human resources) practice cases in diversity management and develop targeted measures; • identify challenges in the context of gender & diversity and develop possible strategies and frameworks; • reflect on (their) behavior as well as (their) communication with regard to aspects of gender and diversity. Competencies • examine gender and diversity-sensitive issues in the context of HR management, derive strategic and operational objectives, and develop operational frameworks.
Key teaching/learning activities	Guest lectures, case studies.

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Written final examination and/or continuous performance
Course Objectives	After successfully completing this sub-module, graduates will be able to: Knowledge and course content • describe the tasks and development of HR controlling; • explain interfaces with business and human resources strategy as a starting point for HR controlling; • discuss the scope of application of HR controlling tools; • explain the concept, characteristics, and functions of key figures in HR controlling; • discuss the implementation of HR key figures in the context of the company's operational reporting and business intelligence infrastructure. Skills • apply selected HR controlling tools and interpret the results; • design the use of key figures (systems) in the context of HR, calculate key figures, and interpret them; • apply the principles and tools of business planning and control (e.g. budget preparation, variance analysis, etc.). Competencies • work proactively on HR controlling processes in the operational context; • use HR controlling tools and principles to solve business management problems.

Course Title	Marketing in HRM
German Course Title	Marketing in HRM

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this sub-module, graduates will be able to: Knowledge and course content • designate the functions and tasks of marketing, describe marketing as a process as well as the 4 or 7Ps/instruments of marketing; • describe operational and strategic marketing planning; • outline the boundaries and relationship between business strategy and (HR) marketing strategy as well as employer brand; • define human resources marketing contents, tasks, and possibilities; • describe the procedure for designing the content of external and internal human resources marketing measures; • recognize the opportunities and limitations of using social media in human resources marketing; • discuss the possibilities and challenges of digitization in marketing. Skills • be able to apply the theoretically acquired marketing knowledge to (human resources) marketing-specific practical cases; • derive (human resources) marketing-relevant information from the business strategy; • draft a (human resources) marketing concept; • select suitable (human resources) marketing measures for application-oriented issues. Competencies • design, evaluate, and manage (human resources) marketing measures.

Course Title	Negotiation & Conflict Management
German Course Title	Negotiation & Conflict Management

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment
Learning outcomes	After successfully completing this sub-module, graduates will be able to: Knowledge and course content • understand and explain basic negotiation techniques (including negotiation phases, process design, conversation, the Harvard concept); • know the key conflict criteria (among others, types of conflict, conflict dynamics, conflict patterns, escalation levels) and the use of conflict analysis. Skills • use models for preparing, leading, and following up negotiations; • reflect on their own conflict resolution patterns and successfully conduct conflict discussions that take these into account. Competencies • prepare negotiations in a targeted manner and being convincing in negotiation discussions; • act in a solution-oriented manner when conflicts arise and, if necessary, introduce preventive measures.
Module type	Workshop

Course Title	Project Management
German Course Title	Project Management

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this sub-module, graduates will be able to: Knowledge and course content • describe the theoretical foundations of traditional, agile and hybrid project management; • illustrate projects and project management as components of modern and efficient business organization; • implement project management systems (traditional, agile and hybrid project management - as well as new forms); • discuss project management guidelines and standards (e.g., DIN 69901:2009, ICB 4.0, PMBOK®, PRINCE2®) and process models (e.g., scrum, critical chain project management, V-model XT); • identify success factors, risk factors, and reasons for potential project failure; • explain the importance of communication within project teams and the tasks and responsibilities of all participants. Skills • select the most important tools for different project management systems - link these together logically and exploit their potential. Competencies • independently define, commission, plan, control, and run their "own projects" using project management; • contribute to a project team in a responsible and socially competent manner for successful cooperation.
Key teaching/learning activities	Project work incl. project presentation

Course Title	Strategic Management & HRM
German Course Title	Strategic Management & HRM

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this sub-module, graduates will be able to: Knowledge and course content • explain the basic terms and tools of strategic management and their application in practice; • describe the fundamental strategies available to a business; • explain the strategy development and implementation process; • describe the tools and methods of the strategy development and implementation process (including the Balanced Scorecard); • describe the basic approaches of corporate governance & business ethics; • determine the aspects of a business strategy that are relevant for a human resources strategy; • digitalization, disruption, and their impact on the strategic issues as well as the human resources strategy in a company. Skills • apply selected tools of strategic management (e.g. SWOT analysis); • analyze human resources strategies and their relationship to business strategies; • analyze practical case studies on strategic topics and justify developed solutions. Competencies • analyze different strategies, draw conclusions, and develop HR-relevant solutions for decision makers.

Master

Course Title	Responsible & Sustainable Business
German Course Title	Responsible & Sustainable Business

Degree Program	Organizational & Human Resources Development (HRO)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment and/or final examination
Course Objectives	Upon completion of this course, students are able to: • transfer the theoretical knowledge to topics in the area of organizational and human resources development; • identify measures for organizational and human resources development based on the sustainability strategy; • • Overall competence • systematically analyze the ethical dimension in strategic decision-making processes and building on it to develop arguments for ethical conduct (based on the ethical decision-making framework); • identify the different stages of implementing a sustainability strategy in a company as well as designing one; • evaluate the implementation of a sustainability strategy in a company.
Content	• explain foundational concepts in connection with business sustainability (e.g. Sustainable Development Goals, business within planetary limits, systematic approach to business processes); • analyze links between ethics, economy, society, and politics in particular with regard to questions of individual responsibility; • discuss the most relevant sustainability topics with regard to HR (e.g. Green HRM, sustainable HRM, ethics in organizations or in HR management, …)

Course Title	Agile Project Management
German Course Title	Agile Project Management

Degree Program	Organizational & Human Resources Development (HRO)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance assess-ment	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this sub-module, graduates will be able to

Knowledge and course content
- describe the key terminology of agile project management and the differences to traditional project management;
- describe the agile manifesto and principles of lean management in agile project management;
- distinguish between methods, techniques and elements of agile project management;
- discuss project management guidelines and standards;
- identify success factors, risk factors, and reasons for potential project failure;
- discuss dynamics in agile teams and leadership in agile projects;
- explain the importance of communication within project teams and the tasks and responsibilities of all participants.

Skills
- select the most important tools from different project management systems and appropriately connect and apply them.

Overall competence
- independently define, assign, plan, and control projects and keep track of their own projects using project management strategies. |
| Key teaching/learning activities | Project work including project presentation |

4.4 Communication Management (COM)

Bachelor

Course Title	**Advertising Strategy (+ICLHE prof com)**
German Course Title	**Advertising Strategy (+ICLHE prof com)**
* The following courses have to be selected together: *Advertising Strategy, Media Planning* and *Data Driven Advertising*	
Degree Program	Corporate Communication (COM)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Final examination
Learning outcomes	After successful completion of this sub-module, graduates will be able to: Knowledge and course content • outline structures, relevant actors, and developments in the Austrian and global advertising industry; • name and evaluate the specifics, importance, contribution, as well as designs and applications of advertising as a communication tool within integrated communication; • evaluate the importance, the contribution, as well as the designs and applications of advertising for the communication of sustainability topics; • explain relationships and processes between advertisers, agencies, and the media; • differentiate agencies (advertising, media, and special agencies) according to their service portfolio and to understand their internal organizational structure; • determine the characteristics and possible uses of traditional and digital advertising media and advertising tools; • identify technical terms used in advertising and media planning; (ICLHE) Skills • select appropriate traditional and digital advertising media according to the advertising message, target audience, and budget; • map the development and production processes of an advertising campaign; • prepare a full sales briefing; • design, budget, and evaluate advertising measures and present them in an advertising concept; • use technical terms of advertising and media planning; (ICLHE) • prepare a complete sales briefing in English using technical terminology; (ICLHE) • design, budget, and evaluate advertising measures and present them within an advertising concept; (ICLHE) Overall competence • design an advertising strategy based on the requirements and goals or the briefing of a company.
Most important teaching/learning activities	Integrated English for communication professionals (integrated content and language).

Course Title	Media Planning
German Course Title	Media Planning

* The following courses have to be selected together: *Advertising Strategy, Media Planning* and *Data Driven Advertising*

Degree Program	Corporate Communication (COM)/Bachelor
Credits	1 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Final examination
Learning outcomes	After successful completion of this sub-module, graduates will be able to: Knowledge and course content • outline the goals, tasks, and process of media planning and media buying; • describe and interpret Austrian and international media studies; Skills • select media types and media channels based on an assessment of their effectiveness, efficiency, and fit; • create a media plan; • use media planning tools; • use methods of assessing advertising success and researching advertising effectiveness; Overall competence • design a media strategy based on the requirements and goals or the briefing of a company.

Course Title	Data Driven Advertising
German Course Title	Data Driven Advertising

Degree Program	Corporate Communication (COM)/Bachelor
Credits	2 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Final examination
Learning outcomes	After successful completion of this sub-module, graduates will be able to: Knowledge and course content • outline the requirements and possibilities of data-driven media channels; • present the functionalities and processes of programmatic advertising; • differentiate the properties, potential, and functionalities of data-driven media channels such as search engine advertising, social media advertising, email marketing, programmatic display & video advertising; • designate the metrics (KPIs) for data-driven advertising measures; • describe the data protection implications of data-driven approaches in advertising; Skills • plan the implementation of data-driven advertising measures in the areas of search engine advertising, social media advertising, email marketing, programmatic display & video advertising; • analyze and assess the performance of data-driven advertising measures using ad tracking tools and digital analytics tools; Overall competence • assess the advantages and disadvantages of data-driven advertising measures within a media strategy and devise their implementation.

Degree Program	Corporate Communication (COM)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment
Learning Outcomes	After successful completion of this sub-module, graduates will be able to: Knowledge and course content • classify texts based on specific characteristics and recognize text types based on function and/or situation; • analyze and classify trends and characteristics of audio content; • distinguish storyline requirements for spoken and written content; Skills • independently write various texts of different text types; • structure texts in a goal-oriented manner and/or find core statements; • create professional headlines, subtitles, slogans; • correct, shorten, and revise texts; • apply essential tips, tricks, and techniques for good writing style; • apply creative writing techniques; • write speeches and audio content; Overall competence • recognize and work on their own strengths and weaknesses in text production; • overcome writer's block.
Most important teaching/learning activities	Workshop: Creative writing tutorials; writing own texts; Performance evaluation: Write different types of text and create templates for speeches and audio content

Course Title	Visual Content Creation (Graphic Design & Video)
German Course Title	Visual Content Creation (Grafik & Video)

Degree Program	Corporate Communication (COM)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semster
Performance evaluation	Continuous assessment
Learning Outcomes	After successful completion of this sub-module, graduates will be able to: Knowledge and course content • outline the possible uses of video or moving images for professional communication; • explain the basics of video production, conception, and post-production for short-format videos; • localize legal issues of video production; • know the specifics of online videos or different video strategies and their viral distribution (seeding); • reproduce the basic rules of design (creating an eye-catcher/grouping of objects/making elements recognizable); • know the basics of Photoshop CC; Skills • brief agencies and assess videos in a differentiated manner; • analyze aspects of design development, trends, and classics; • apply basic functions of Photoshop CC (color correction, tonal value correction, use of filters, resolution, image cropping, photo montage); • summarize the organizational processes of film production; • create an estimation for a video project; Overall competence • form arguments for the requirements for graphic designers.
Most important teaching/learning activities	Workshop: Estimate video project, develop briefing for graphic designers, Photoshop project

Master

Course Title	Integrated Marketing Communication & Customer Centric Marketing
German Course Title	Integrated Marketing Communication & Customer Centric Marketing

The following courses have to be selected together: Integrated Marketing Communication & Customer Centric Marketing, Data and Ethics as the Basis of Digital Communication Planning and Performance in Marketing & Communication

Degree Program	Communication Management (COM)/Master
Credits	2 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Final examination
Learning outcomes	After successful completion of this sub-module, graduates will be able to:

After successful completion of this sub-module, graduates will be able to:

Knowledge and course content
- describe theoretical principles and models pertaining to Integrat-ed Marketing Communication (IMC);
- describe theoretical principles and models pertaining to custom-er centric marketing;

Skills
- gain knowledge for the development of a marketing plan using consumer science methods;
- apply customer experience design and service design methods;
- include the IMC and customer centric marketing principles in the marketing mix;

Overall competence
- understand Schultz & Schultz's IMC model and critically assess it using theories;
- develop a marketing strategy using Integrated Marketing Com-munication and customer centric marketing in line with specific requirements.

Course Title	Data and Ethics as the Basis of Digital Communication Planning
German Course Title	Data and Ethics as the Basis of Digital Communication Planning

*The following courses have to be selected together: *Integrated Marketing Communication & Customer Centric Marketing, Data and Ethics as the Basis of Digital Communication Planning* and *Performance in Marketing & Communication**

Degree Program	Communication Management (COM)/Master
Credits	2 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Final examination
Learning outcomes	After successful completion of this sub-module, graduates will be able to: Knowledge and course content - describe the fundamentals and potential of data science and big data analytics; - explain the implications of big data, data analysis, and data management for marketing and communication strategies of businesses and organizations; - identify aspects and the importance of data ownership in the field of marketing and communication; Skills - analyze data-driven marketing and communication measures in relation to their requirements regarding data protection, data se-curity, and privacy; - monitor compliance with ethical standards in the implementa-tion of marketing and communication measures; - incorporate ethical perspectives into decisions surrounding data-driven marketing and communication strategies; Overall competence - develop marketing and communication strategies that help con-tribute toward the targets of a company or organization and meet high data-ethical requirements.

Course Title	Performance in Marketing & Communication
German Course Title	Performance in Marketing & Communication

Degree Program	Communication Management (COM)/Master
Credits	2 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Final examination
Learning outcomes	After successful completion of this sub-module, graduates will be able to: Knowledge and course content • define strategies for the development of a performance-oriented marketing concept; • discuss omnichannel marketing models and their importance for corporate marketing and communication; Skills • plan and implement ROI and KPI-focused marketing measures; • use concepts pertaining to digital customer journeys, digital sales funnels, and attribution models in order to plan marketing measures; • use performance marketing methods and tools in a wide range of channels such as search engines, social media, apps, and the web; Overall competence • outline and assess trends in the fields e-commerce, mobile commerce, and social commerce; • argue for the importance of focusing on performance for market-ing strategy development, and design and further develop per-formance-oriented marketing strategies.

Course Title	Strategic Change
German Course Title	Strategic Change

*The following courses have to be selected together: *Strategic Change* and *Microeconomics of Competitiveness*

Degree Program	Communication Management (COM)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment
Learning outcomes	After successful completion of this sub-module, graduates will be able to: Knowledge and course content • explain strategic change ability from a managerial perspective; • localize strategic and organizational design possibilities; Skills • analyze the current strategy and performance situation of a business; • define the managers' roles as change agents and tackle obsta-cles in the organization; Overall competence • research complex strategic problems based on theories and dis-cuss solution opportunities in an application-oriented manner; • classify and critically discuss academic papers; • initiate and implement strategic change, detect innovations and market opportunities, identify different implementation opportu-nities, and find reflective implementation methods.
Key teaching/learning activities	Theory inputs and application-oriented learning (case studies, application-oriented tutorials, reflection phases).

Course Title	Strategic Change
German Course Title	Strategic Change

*The following courses have to be selected together: *Strategic Change* and *Microeconomics of Competitiveness*

Course Title	Microeconomics of Competitiveness
German Course Title	Microeconomics of Competitiveness

*The following courses have to be selected together: *Strategic Change* and *Microeconomics of Competitiveness*

Degree Program	Communication Management (COM)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment
Learning outcomes	After successful completion of this sub-module, graduates will be able to: Knowledge and course content • 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 the corporate and regional levels; • outline the alignment and transformation of businesses and regions from a resource and investment-driven economy to a knowledge-driven, sustainable-oriented economy; Skills • apply the knowledge in the context of a specific research project for a specific country and cluster; Overall competence • analyze and assess the interaction between the micro level (entrepreneurial activity), meso level (regional clusters), and macro level (national policy); • define and give reasons for the complex relationships between state and business activities for collaboration of institutions; • efficiently work in a team well as give and receive constructive feedback.
Key teaching/learning activities	The MoC module is offered in collaboration with the Institute for Strategy and Competitiveness at Harvard Business School. Students are taught about the connection of global competition using international case stud-ies based on the Harvard Business School standard.

4.5 Marketing & Sales Management (MARS)

Master

Course Title	Natural Language Processing
German Course Title	Natural Language Processing

Degree Program	Marketing and Sales (MARS)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment
Learning outcomes	After successfully completing this sub-module, graduates will be able to: Knowledge and course content • understand the theoretical foundations of Natural Language Processing (NLP) for conversational designs; • know possible applications of NLP in marketing and sales (e.g., to automate customer interactions through text chatbots or voice-controlled digital assistance systems); Skills • structure dialog-oriented conversations into the components relevant to NLP (intents, utterances, entities,...); • enter these conversation components into software tools for chatbots, voice apps, or digital language assistants and Overall competence • evaluate the advantages and disadvantages of using chatbots and voice apps in the context of marketing and business strategy.

Course Title	Conversational Design Prototyping
German Course Title	Conversational Design Prototyping

* The course *Natural Language Processing* is a prerequisite to participate in this course.

Degree Program	Marketing and Sales (MARS)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment
Learning outcomes	After successfully completing this sub-module, graduates will be able to: Knowledge and course content - know the most important digital channels for chatbots and voice apps (e.g., Facebook Messenger, Amazon Alexa, Google Assistant); Skills - create a concept for the communication design of a chatbot or a voice app; - use a standardized developer tool to build a prototype; - test and improve the prototype with users and Overall competence - argue for the economic benefit of the chatbot or the voice app, highlight monetization strategies, and weigh up the risks of use (e.g., data protection, ethical considerations).

4.6 Financial Management (FIM)

Bachelor

Course Title	English for Finance Professionals
German Course Title	English for Finance Professionals

Degree Program	Finance, Accounting & Taxation (FIM)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment and/or final examination
Course Objectives	Upon completion of this course, students are able to: • identify the specialized terminology of the field of study. • 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; • evaluate and report on current trends in the finance and accounting industries. • complete productive (writing & speaking), receptive (reading & listening) and interactive tasks at their sector-specific workplace as well as in the field of study at upper-intermediate to advanced level; • demonstrate employability skills in relevant English-language tasks.

Master

Course Title	Competitiveness and Business Architecture
German Course Title	Competitiveness and Business Architecture

Degree Program	Finance, Accounting & Taxation (FIM)/Master
Credits	6 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Final examination or continuous exam-like assessment
Learning outcomes	After successfully completing this module, graduates will be able to: Knowledge and course content • outline the fundamental aspects and variables that determine competitiveness; distinguish between the relevant levels of competitiveness and their correlations; • understand the function of management forming the strategy and the organizational struc-ture as a means of implementation; • Identify the critical dimensions of the business environment that promote competitive ad-vantages; • Make decisions about organizational and governance structures with the greatest competitive potential; Skills • define strategies to improve the competitive standing of companies and their locations; • use case studies to evaluate the competitive advantages gained in various real-life situations. Overall competence • analyze competitive interactions; • evaluate competitiveness focusing on different framework conditions; • investigate the interaction between business environment and organizational structure in fostering competitiveness at regional and national levels
Most important teaching/learning activities	Case studies, project-based learning

Course Title	International Accounting
German Course Title	International Accounting

Degree Program	Finance, Accounting & Taxation (FIM)/Master
Credits	6 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment and/or final examination
Learning outcomes	After successfully completing this module, graduates will be able to: Knowledge and course content • explain the fundamentals of group accounting; • explain the emergence of the IAS/IFRS and the organization and structure of the International Accounting Standards Board (IASB); • identify the components of the financial statement in accordance with IAS/IFRS and explain its structure and function; • explain key accounting topics (property, plant and equipment, intangible assets, impairment test, fair value, financial instruments, provisions, etc.) in international accounting; • explain the fundamentals of valuation (compared to the Austrian Commercial Code); • name the key aspects of sustainability reporting. Skills • apply key standards of IAS/IFRS using concrete examples; • develop and justify solutions for issues relating to IFRS financial statements. Overall competence • assess the implications of individual standards on the components of the financial statement in accordance with IAS/IFRS; • identify valuation margins opened up by an IFRS financial statement and assess the real-life consequences.
Most important teaching/learning activities	Examples of practical application

4.7 Tourism & Hospitality Management (TM)

Bachelor

Course Title	Current Topics in Tourism
German Course Title	Current Topics in Tourism

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	6 ECTS
Semester in Curriculum	5th semester
Performance evaluation	Continuous assessment
Course Objectives	After successfully completing this module, graduates will be able to: Knowledge and course content • identify and discuss relevant tourism trends; • generate, consolidate, and process relevant information on current tourism trends. Skills • from this, put together a creative presentation of a tourism topic/trend. Competence • evaluate the potential of current and relevant trends for tourism and meaningfully integrate this when required.
Teaching/learning activities	Keynote talks, project-based learning

Course Title	Destination Management
German Course Title	Destination Management

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	6 ECTS
Semester in Curriculum	5th semester
Performance evaluation	Continuous assessment and/or final examination
Course Objectives	After successfully completing this module, graduates will be able to: Knowledge and course content - recount the key players, resources and stakeholders for a tourist destination; - explain internal and external influence factors on a destination; - explain the tasks of a modern destination management organization and destination development trends. Skills - comprehensively analyze characteristics of competitiveness for a concrete tourism destination and; - derive various requirements for the destination strategy. Competence - holistically analyze sustainability dimensions through discussions with responsible persons in the tourism industry and research work, and; - formulate appropriate strategies and practical action recommendations.
Teaching/learning activities	(Guest) lectures, discussions, possible field trip

Course Title	Organizational Design & Process Management
German Course Title	Organizational Design & Process Management

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	6 ECTS
Semester in Curriculum	5th semester
Performance evaluation	Continuous assessment and/or final examination
Course Objectives	After successfully completing this module, graduates will be able to: Knowledge and course content - define the formal elements of the organization (tasks, jobs…); - explain the differences and correlations of organizational structure and process organization; - describe different organizational types along with their advantages and disadvantages with regard to competitiveness; - discuss the main classical, neoclassical and modern theories of organization; - discuss different concepts of organizational change and models of change processes; - explain the goals, tasks and phases of process management and the main elements of processes; - describe the essence of business processes, process modeling, process optimization and process-oriented organizational forms; - determine factors of successful process management; - discuss the effects of digitalization on forms of organizations and process management; - discuss the effects of sustainable business models on forms of organizations and process management. Skills - analyze company environments and internal conditions; - analyze company structural and process organization and match these to organizational models and concepts; - describe processes and design sub-processes and process maps. Competencies - analyze organizational challenges, critically reflect on common approaches and develop solutions in the field of organizational design and process management.
Teaching/learning activities	80% - 100% online format

Master

Course Title	Consultancy Project
German Course Title	Consultancy Project

*The course *Creativity for Change and Innovation* is a prerequisite to participate in this course.*

Degree Program	Urban Tourism & Visitor Economy Management (TM)/Master
Credits	12 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Ongoing assessment (30%) Final assessment (70%)
Course Objectives	Upon completion of this module, students are able to: • Support and advise a client (e.g. a DMO) to formulate a general project goal and define specific objectives according to the client's identified needs and challenges • Draft a design suitable for the project's timescale and subject matter • Apply previously acquired knowledge of tourism innovation and product development, project management and data analysis in an interdisciplinary approach in the real-life, practical project • Integrate specialist and process input from coaches into the ongoing project • Prepare and ultimately present the project results in a report in an appropriate and attractive manner
Content	Practical work on an actual tourism consultancy project; the tasks depend on the client, but will concern an issue related to (leisure) tourism in an urban context Accompanying specialist and process input from professional consultancy coach(es) Preparation and presentation of project results

Course Title	Creativity for Change and Innovation
German Course Title	Creativity for Change and Innovation

Degree Program	Urban Tourism & Visitor Economy Management (TM)/Master
Credits	6 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Ongoing assessment (40%) Final assessment (60%)
Course Objectives	Upon completion of this module, students are able to: • Explain the current status of (tourism) innovation research and innovation strategies applied in practice • Analyze and evaluate international innovation projects within the urban tourism context • Identify innovation potential in the urban tourism and leisure industry • Apply creative innovation and problem-solving methods such as design thinking to develop authentic and sustainable tourism experiences/products and services
Content	Status quo of (tourism) innovation research Latest innovation strategies International innovation projects in the urban and tourism context Methods and creativity techniques for the development of tourism products, experiences and services (design thinking)

Course Title	Data Thinking for Tourism Destinations
German Course Title	Data Thinking for Tourism Destinations

Degree Program	Urban Tourism & Visitor Economy Management (TM)/Master
Credits	6 ECTS
Semester in Curriculum	1st semester
Performance evaluation	Ongoing assessment (40%) Final assessment (60%)
Course Objectives	Upon completion of this module, students are able to: • Identify different data sources in destinations and recognize their potential • Outline the process of a data-driven analysis of urban areas, precisely defining all key steps • Define and distinguish between relevant terms and concepts • Highlight ways to acquire and/or collect data • Explain and distinguish between different data collection methods • Assess and evaluate the role of information and communication technologies (ICT) and user-generated content in data generation and/or as a data resource • Describe the fundamentals of action research and activity-based research methods and apply research methods based on these approaches, particularly with the involvement and integration of relevant stakeholders such as local residents, tourism experts, travelers and companies in the research process • Explain basic aspects of relevant sections of the GDPR and assess in particular their implications for working with and handling data • Critically discuss ethical questions associated with the use of (personal) data • Select statistical evaluation methods and apply them appropriately
Content	• The (urban) destination as a universe of data: an initial overview • The process of conducting data-driven analysis of urban areas: from raw data to analysis to implications for management • Conceptualization and definition of different terms (e.g. data management, data thinking, big data, data mining) • Types of data; potential sources of data • Data collection/acquisition, incl. suitable collection methods • User-generated content as a data resource • The role of information and communication technologies (ICT) in data generation • Fundamentals of action research and activity-based research methods: data-driven research with active integration of relevant stakeholders • Ethical questions associated with the use of (personal) data • Application-oriented fundamentals of quantitative data analysis (e.g. using SPSS and MS Excel) • Important yet straightforward quantitative analysis techniques (e.g.descriptive statistics, comparison of means, correlations)

Course Title	Elective 1: Sustainable Tourism and Urban Development – Rethinking the Inner City
German Course Title	Elective 1: Sustainable Tourism and Urban Development – Rethinking the Inner City

Degree Program	Urban Tourism & Visitor Economy Management (TM)/Master
Credits	6 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	The module assessment is weighted as follows: Ongoing assessment (100%)
Course Objectives	Upon completion of this module, students are able to: - make independent decisions regarding syllabus content and their future studies, and - identify their individual strengths and weaknesses and select appropriate electives.
Content	In the 3rd semester, students may take electives worth a total of 12 ECTS. The purpose of these electives is to give students the opportunity to focus on specific topics in their studies. The electives dive deep into selected content at an advanced level, build on the modules in the first two semesters. **Elective 1: Sustainable Tourism and Urban Development - Rethinking the Inner City** As part of this module, we will explore the question of how tourism in the inner city can be linked to the needs of residents at the interface between research and practice, based on the Visitor Economy Strategy. To this end, we will develop strategies and scenarios from the perspective of destination development and the everyday lives of residents in four exemplary inner-city locations. We will look at the basics of the Visitor Economy Strategy as a first step. In the second step, we will analyse the selected places using social space analysis methods and in the third step, we will develop strategies and scenarios based on the results of the analyses.

Course Title	Elective 2: Making Sense of – and "Managing" New Urban Tourism
German Course Title	Elective 2: Making Sense of – and "Managing" New Urban Tourism

Degree Program	Urban Tourism & Visitor Economy Management (TM)/Master
Credits	6 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	The module assessment is weighted as follows: Ongoing assessment (100%)
Course Objectives	Upon completion of this module, students are able to: • make independent decisions regarding syllabus content and their future studies, and • identify their individual strengths and weaknesses and select appropriate electives.
Content	In the 3rd semester, students may take electives worth a total of 12 ECTS. The purpose of these electives is to give students the opportunity to focus on specific topics in their studies. The electives dive deep into selected content at an advanced level, build on the modules in the first two semesters. **Elective 2: Making Sense of - and "Managing" New Urban Tourism** The option module "Making sense of and 'managing' new urban tourism" will delve into the various trends associated with the parallel differentiation and dedifferentiation of tourist practices in cities, commonly referred to as "new urban tourism". The module will explore a range of issues including the impact of (new) urban tourism on local communities, the connection between tourism and wider trends of mobility and place consumption, the relationship between urban tourism and gentrification, the role of technology in shaping new urban tourism, the challenges of sustainability and overtourism, and the ways in which tourism professionals can effectively manage "new urban tourism" destinations.

Course Title	Microeconomics of Competitiveness
German Course Title	Microeconomics of Competitiveness

Degree Program	Urban Tourism & Visitor Economy Management (TM)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	100 % final written assessment
Course Objectives	Upon completion of this module, students are able to: • Explain traditional and modern management concepts, identify where they can be applied, and reflect on the implications of management behavior • Identify general connections with the corporate environment and impacts on the company • Identify and analyze determinants of competition • Define clusters and identify their implications for strategic management at the company level
Content	The MOC sub-module will focus, in particular, on the determinants of competition from the perspective of companies and especially from a microeconomic perspective. This will include the attractiveness of the corporate environment, location-related conditions, the role of clusters and their impact on companies' productivity and ability to compete. The MOC sub-module will primarily use case studies to communicate content. Note: The MOC sub-module is a course developed with the Harvard Business School Affiliate Network. The module description follows Harvard Business School guidelines.

Course Title	Strategic Management
German Course Title	Strategic Management

Degree Program	Urban Tourism & Visitor Economy Management (TM)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	100 % final written assessment
Course Objectives	Upon completion of this module, students are able to: • Explain traditional and modern management concepts, identify where they can be applied, and reflect on the implications of management behavior • Identify general connections with the corporate environment and impacts on companies • Identify and analyze determinants of competition • Define clusters and identify their implications for strategic management at the company level
Content	An integrative discussion of strategic management from the perspective of professional, practice experience is central to this module. It therefore offers a broad overview of strategic management and specific tools, such as the Five Forces and Value Chain Analysis. In addition to traditional management theories, such as the Principal-Agent Problem and the Stakeholder Value vs. Shareholder Value Approach, this module will also introduce the latest developments in the discipline, including the Blue Ocean Strategy and the links between strategy and innovation.

Course Title	Systemic Change and Project Consultancy
German Course Title	Systemic Change and Project Consultancy

Degree Program	Urban Tourism & Visitor Economy Management (TM)/Master
Credits	6 ECTS
Semester in Curriculum	1st semester
Performance evaluation	Ongoing assessment (40%)
	Written paper (60%)
Course Objectives	Upon completion of this module, students are able to: • Explain the fundamental aspects and connections of systems theory-based consultancy and support in change processes • Describe and discuss consultancy fields and projects in tourism • Differentiate between the different tiers of a consultancy process and conceptualize individual elements using project management tools • Prepare and plan meeting and workshops using suitable modern tools and techniques
Content	Fundamentals of systems theory-based consultancy on change processes • Systemic change process • Consultancy approaches and underlying paradigms • Understanding of the consultant's role and the consultancy system/stakeholder system • Phases in the consultancy process • Consultancy skills Online of different consultancy fields and projects in tourism • Strategy development • Marketing and product development • Stakeholder management Management of consultancy processes and projects • Project architecture, design and tools/methods • Consultancy project management • Moderating workshops and meetings • Use of digital technologies

Course Title	Urban Destination Competitiveness in the Digital Age
German Course Title	Urban Destination Competitiveness in the Digital Age

Degree Program	Urban Tourism & Visitor Economy Management (TM)/Master
Credits	6 ECTS
Semester in Curriculum	1st semester
Performance evaluation	Written paper (100%)
Course Objectives	Upon completion of this module, students are able to: • Explain the megatrend of digitalization and its effects on urban destinations • Describe the competitive advantages gained through the use of information and communication technologies (ICT) in destinations • Analyze and compare digitalization strategies (methods, instruments, measures) in destination management and marketing, and critically evaluate data processing and its ethical dimensions for a destination, individuals and wider society
Content	• Destination competitiveness models and their application in the strategic orientation of urban destinations • Digitalization and its effects on players/stakeholders in urban tourism and the visitor economy • Current trends and developments in the use of information and communication technologies (ICT) to improve the competitive power of urban destinations (e.g. tourism intelligence systems, virtual reality, user experience, digital marketing, search engine marketing, mobile and location-based marketing and distribution, etc.) • Critical reflection on digitalization strategies and measures implemented by selected destination management and marketing organizations.

Course Title	Visitor Economy Strategy
German Course Title	Visitor Economy Strategy

Degree Program	Urban Tourism & Visitor Economy Management (TM)/Master
Credits	3 ECTS
Semester in Curriculum	1st semester
Performance evaluation	Ongoing assessment (40%)
	Written paper (60%)
Course Objectives	Upon completion of this module, students are able to:
	• Describe the Visitor Economy (VE) system and name the key players and developments in urban tourism
	• Differentiate between the concepts of VE and tourism
	• Identify the systemic connections and mechanisms of VE in an urban destination
Content	This sub-module is an introduction to the visitor economy as a new perspective on tourism-related activities in, and the development of, urban destinations. Students will learn to consider urban destinations as a location in their entirety, without making artificial distinctions in relation to consumers (tourists vs. non-tourists) and services (tourist vs. non-tourist services) and instead drawing connections. Core content includes:
	• The VE system and systemic connections
	• VE vs. tourism
	• Fundamental aspects and organization of the VE
	• System participants of the VE in an urban destination:
	o Visitors: Urban tourists and visitors in a broad sense; insights into travel and consumer behavior
	o Service providers: Primary and secondary service offerings
	o Institutions: DMOs, urban planning and development, urban marketing
	o Residents: Attitudes to visitors (acceptance – rejection), participation (sharing economy, use of services primarily aimed at tourists, etc.)
	• Stakeholder management, collaboration and networks

4.8 Journalism & Media Management (JOUR)

Bachelor

Course Title	Anglo-American Journalism
German Course Title	Anglo-American Journalism
Open to students of all disciplines. A basic knowledge of communication studies and a strong interest in the media are desirable.	
Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	1 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment (tutorials)
Learning outcomes	After successfully completing this sub-module, graduates will be able to: Knowledge and course content • identify distinctive features of Anglo-American journalism; • reflect on social, economic & socio-political specifics as well as the roots and essential developments; • explain Anglo-American trends and their influence on European journalism; Skills • analyze and discuss current issues and challenges in Anglo-American journalism (with a focus on print products); • subject products of Anglo-American journalism to critical analysis and evaluation; • draw comparisons between American and European media systems; Competence(s) • describe the development of Anglo-American journalism and discuss it in terms of its significance for developments in the European print sector; • implement, present and discuss current topics from the areas outlined above in English

Course Title	Global Events & Developments
German Course Title	Global Events & Developments

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

Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment or final examination
Learning outcomes	After successfully completing this sub-module, graduates will be able to: **Knowledge and course content** • identify theoretical and practical foundations of international politics; • reproduce American & European policies in the Middle East and other international hot spots; • understand and describe fundamentals of international economic policy; • explain international trade policy, multinational corporations, and development models; **Skills** • analyze the relationship between the great powers; • reflect on the world monetary system and financial crises (e.g.: Euro crisis); • recognize interactions between social developments on the one hand and new trends in the media world on the other; • write short journalistic texts on the content of the course; **Competence(s)** • apply the relationship of the great powers to concrete examples and discuss it; • discuss U.S. and European policies in the Middle East and other international hot spots; • analyze current events from a journalistic point of view and relate them to media coverage; • evaluate topics, classify events, relate them to each other and evaluate them critically; • analyze, discuss, and generate English-language content.

Course Title	Lobbying
German Course Title	Lobbying

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

Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	2 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Final examination or immanent examination.
Learning outcomes	After successfully completing this sub-module, graduates will be able to: Knowledge and course content • describe and discuss the meaning, function, and consequences of campaign management, public affairs, and lobbying; • describe media strategies and positioning in terms of participatory journalism; Skills • contrast different tactics against the background of the respective objectives and to contrast the roles of the different protagonists in the political communication process; • explain the approach to campaign planning and development, discuss challenges, and plan campaigns depending on objectives; Competence(s) • describe and compare direct and indirect lobbying (participatory journalism, coalition building & cross lobbying) in terms of their implications and design strategies in rudimentary form.
Most important teaching/learning activities	Basic theories are taught and discussed in the course. The course also includes tutorials.

4.9 Content Production & Digital Media Management (JOCOBA)

Bachelor

Course Title	Gender Studies: Turkish Middle Eastern and Asian Contexts
German Course Title	Gender Studies: Turkish Middle Eastern and Asian Contexts
Open to students of all disciplines. A basic knowledge of communication studies and a strong interest in the media are desirable	
Degree Program	Content Production & Digital Media Management (JOCOBA)/Bachelor
Credits	2 ECTS
Semester in Curriculum	5th semester
Performance evaluation	Continuous assessment and/or written paper
Course Objectives	Upon completion of this course, students are able to: Skills • describe and discuss the subject in question from different perspectives; • compare different manifestations of the phenomena in question. Overall competence • critically reflect on relevant topics for their selected specialization and include them in their arguments; • draw corresponding conclusions.
Content	Students will be engaged with various and comparative representations of binary and non-binary categories through Middle East and Asia contexts. Furthermore, media representations of women in the context of Wars in Middle East and Near East and visual communication through public sphere in Asian context will be relevant to the class. After successfully completing this course, students will be able: • 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.

Course Title	Journalism Writing Skills
German Course Title	Journalism Writing Skills

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

Degree Program	Content Production & Digital Media Management (JOCOBA)/Bachelor
Credits	3 ECTS
Semester in Curriculum	5th semester
Performance evaluation	Weekly news stories 40% Materials tests 40% In-class writing, quizzes 20%
Course Objectives	• Learning to write things that people will want to read • Introducing students to the basic concepts of news gathering and news writing • Learning and emphasis on style rules and application • Understanding reporting methods • Learning the basic forms of news writing, particularly the inverted pyramid news story and who what when where
Content	This course introduces students to writing in a professional environment and to the forms of writing for the English-language mass media. These forms include news and feature stories for print, online and broadcast. Work to be done outside of class (preparation, etc.): Students are asked to read an English-language newspapers and have some working knowledge of everyday news events. Method(s): How can we improve our communication skills in English by following simple rules and common sense advice? We explore these questions week by week in a lecture-tutorial format, using discussion, videos, newspapers and other visual stimuli.

German Course Title	Newsroom Project: Multimedia

Degree Program	Content Production & Digital Media Management (JOCOBA)/Bachelor
Credits	6 ECTS
Semester in Curriculum	5th semester
Performance evaluation	Project results and presentation
Course Objectives	After successfully completing this module, graduates will be able to: Skills - design a multi- or cross-media media project (e.g., news broadcast, online magazine, video program) in terms of content, design, and economy in small groups; - design contributions for the media project independently or in teams; - carry out the marketable publication and marketing on suitable platforms; Overall competence - present the media project using editorial and content quality assurance criteria and defend it.
Content	After successfully completing this module, graduates will be able to: Knowledge and course content - transfer concepts of quality journalism from the previous practical modules (online, TV, radio, writing, multimedia) into the implementation of a practical project; - outline criteria for format development and multi- or cross-media editorial management for the practical project;

Degree Program	Content Production & Digital Media Management (JOCOBA)/Bachelor
Credits	6 ECTS
Semester in Curriculum	5th semester
Performance evaluation	Project results and presentation
Course Objectives	After successfully completing this module, graduates will be able to: Skills - design a multi- or cross-media media project (e.g., news broadcast, online magazine, video program) in terms of content, design, and economy in small groups; - design contributions for the media project independently or in teams; - carry out the marketable publication and marketing on suitable platforms; Overall competence - present the media project using editorial and content quality assurance criteria and defend it.
Content	After successfully completing this module, graduates will be able to: Knowledge and course content - transfer concepts of quality journalism from the previous practical modules (online, TV, radio, writing, multimedia) into the implementation of a practical project; - outline criteria for format development and multi- or cross-media editorial management for the practical project;

Course Title	Representation of Syrian Refugees in News and Studies in Turkey
German Course Title	Representation of Syrian Refugees in News and Studies in Turkey

Degree Program	Content Production & Digital Media Management (JOCOBA)/Bachelor
Credits	2 ECTS
Semester in Curriculum	5th semester
Performance evaluation	Continuous assessment and/or written paper
Course Objectives	Upon completion of this course, students are able to: Skills - describe and discuss the subject in question from different perspectives; - compare different manifestations of the phenomena in question. Overall competence - critically reflect on relevant topics for their selected specialization and include them in their arguments; - draw corresponding conclusions.
Content	Students will engage with studies and news made about Syrian refugees will be relevant. Accordingly, different representations about themes such as "being a Refugee," "the war" will be investigated through methods of critical discourse analysis and content analysis in the news and studies made in Turkey. After successfully completing this course, students will be able: - 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.

Course Title	Special Topic: Dynamics in the Countries of the Middle East
German Course Title	Special Topic: Dynamics in the Countries of the Middle East

Degree Program	Content Production & Digital Media Management (JOCOBA)/Bachelor
Credits	2 ECTS or 3 ECTS (see Performance evaluation)
Semester in Curriculum	5th semester
Performance evaluation	Students may choose between the following options. One option must be selected and communicated to the lecturer on the first day of the course • 2 ECTS: Continuous assessment • 3 ECTS: Continuous assessment **and** written paper or final exam
Course Objectives	Upon completion of this course, students are able to: Skills • describe and discuss the subject in question from different perspectives; • compare different manifestations of the phenomena in question. Overall competence • critically reflect on relevant topics for their selected specialization and include them in their arguments; • draw corresponding conclusions.
Content	The course explores the historical formation of the modern Middle East and its evolving political landscape. It examines key actors, conflicts, and transnational issues. The role of international powers and media narratives are critically assessed. Contemporary developments are analyzed from a geopolitical and media-related point of view. After successfully completing this course, students will be able: • 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.

Course Title	Welcome on Air
German Course Title	Welcome on Air

*Previous knowledge of Journalism and Communications required.

Degree Program	Content Production & Digital Media Management (JOCOBA)/Bachelor/MA
Credits	6 ECTS
Semester in Curriculum	5th semester
Performance evaluation	Project work
Course Objectives	After completing this course, students will be able to: • Describe radio journalistic quality standards • Write for listening, conceptualize scripts and establish diverse forms of expression • Place relevant topics and research properly • Document facts understandable and due to the topic • Planning, organizing and carrying out interviews on time and for listening • Use diverse audio programs due to diligence • Present On Air with a knowledge of pacing, clarity, timing and mood of presenting styles • Use a radio clock and set elements in the program • Work in a team and reflect audio productions along journalistic criteria • Classify the importance of radiobroadcasts On Air, Online and Onstage
Content	During this hands-on practical-orientated lecture students will work together in the radio studio to produce of a „Drive-Time"-broadcast in the English language. The product will be broadcast across Vienna on the educational radio station Radio 91.3. Students will be expected to develop their skills in radio journalistic reportages, while also learning to work as a team in the dynamic, energetic situation of an editorial newsroom. In addition, students will have the opportunity to improve and develop their presenting skills and planning skills in creating an hour of music and information that flows together. The course will be lead by Chris Cummins (UK), an Austrian Radio Awards prize-winning presenter and journalist and Austria's most popular bilingual radio station FM4 (from the Austrian Broadcasting Association, the ORF).

4.10 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	Business and Professional English 2
German Course Title	Business and Professional English 2
* 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	Content Production & Digital Media Management (JOCOBA)/Bachelor/MA
Credits	2 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous assessment
Learning outcomes	On completion of this module, students are able to; • successfully participate in business communication with international business partners via telephone and/or videoconference • follow and participate in work-related meetings with confidence • understand specialized vocabulary used in written and spoken discourse within their field • produce subject-related written documents to an appropriate standard and style • understand in detail subject-related media input • produce relevant job application documents and demonstrate appropriate self-presentation skills
Key teaching/learning activities	Written & oral English language skills

4.11 Real Estate Management (REM)

Bachelor

Course Title	English for Real Estate Professionals 3
German Course Title	English for Real Estate Professionals 3

Degree Program	Real Estate (REM)/Bachelor
Credits	6 ECTS
Semester in Curriculum	3rd semester
Performance evaluation	Continuous partial assessment or final examination
Learning outcomes	After successfully completing this module, graduates will be able to: Knowledge and course content - master the English technical vocabulary for the program of study; - describe the tasks of real estate managers and relevant stakeholders in real estate management; - describe various types of buildings and their life cycle; - explain and compare methods of real estate evaluation; - describe relevant criteria for sustainability certificates and energy assessment; Skills - communicate in business fluent English in an international real estate business for the purposes of conversation, presentation and correspondence; - use appropriate language to formulate requirements, ask detailed questions, and exchange information on real estate matters; - explain specific information in longer, more complex texts, adapting the language to the needs of the audience; - write advanced real estate texts in accordance with applicable standards; - adapt presentations and communications to evolving digital media; - conduct a formal business meeting and/or negotiation using advanced linguistic and rhetorical techniques; - negotiate a work-related agreement using negotiation theories and tactics; - formulate constructive communication, evaluation and feedback; Competencies - 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.
Key teaching/learning activities	Teaching and learning are focused on interactive, learner-centered methods. Students enhance their employability and/or academic skills through a variety of communicative tasks.