Course Guide
Courses offered in English

Winter Semester 2021/22
(September 2021 – January 2022)

FHWien der WKW
University of Applied Sciences for
Management & Communication

www.fh-wien.ac.at

Overview of courses offered in English

Winter semester 2021/22
(September - January)

I. Information about the Course Guide

CORONAVIRUS COVID-19 CURRENT INFORMATION: CLASSES ARE EXPECTED TO BE A MIXTURE OF LESSONS TAKING PLACE AT THE UNIVERSITY AND DISTANCE LEARNING. MORE DETAILED INFORMATION WILL FOLLOW AS SOON AS WE KNOW IT.

ALL CIEM COURSES WILL BE HELD COMPLETELY ONLINE FOR THE WHOLE OF WS 2021/22.

In this Course Guide you will find a selection of courses taught in English in the winter semester 2021/22 from our ten Bachelor's and eight Master's study programs.

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

Choosing an International Semester Program has a number of advantages.

International Semester Programs (ISP)
This is the easiest and most comfortable way to choose your courses and brings many advantages:
No course overlaps: we can guarantee that you will have no overlaps in your schedule.
Preferential registration: students who select an ISP will be ranked first for the individual ISP courses. This means they are registered before those who have only selected individual courses.
ISPs are taught entirely in English.
Students enjoy maximum flexibility when selecting an ISP: you select one ISP and can still combine it with individual courses.
All International Semester Programs are listed in chapter II. A detailed description of the courses can be found in chapter IV.

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

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

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

How to use this guide
Chapter II describes all International Semester Programs (ISP), chapter III provides an overview of all individual courses. Detailed course descriptions (of all courses listed in chapters II and III) can be found in chapter IV. Within a department, you will find the Bachelor's courses (highlighted in light blue) grouped together and the Master's courses (highlighted in purple) grouped together. To book Master's courses you need to study at Master's level at your home university.
This Course Guide is only valid for the semester mentioned above. The course offer may vary in future semesters. Please note that material costs (e.g. for books) may be incurred.

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

II.   International Semester Programs

We offer seven International Semester Programs (ISP1 to 7). These programs 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 IV for detailed course descriptions.

II.I.   CIEM – International Semester Programs

International Business 1 (ISP 1)

Title: ISP 1	
Business Strategy and Strategic Controlling	5 ECTS
Change Management	5 ECTS
Communication and Organizational Culture	5 ECTS
Strategic Brand Management	5 ECTS
The Globalizing World of Multi-National Companies	5 ECTS
Business English	5 ECTS
total	30 ECTS

International Business 2 (ISP 2)

Title: ISP 2	
Business Strategy and Strategic Controlling	5 ECTS
Change Management	5 ECTS
Communication and Organizational Culture	5 ECTS
Strategic Brand Management	5 ECTS
The Globalizing World of Multi-National Companies	5 ECTS
total	25 ECTS

II.II.   Management & Entrepreneurship (MGMT)

Management & Entrepreneurship 1 (ISP 3)

Title: ISP 3	
Cost Accounting & Controlling	3 ECTS
Planning and Budgeting	3 ECTS
Project, Process and Quality Management	3 ECTS
Strategic Human Resources Management	3 ECTS
International Macroeconomics	3 ECTS
International Management	3 ECTS
Modern Business Concepts	3 ECTS
Business Planning	3 ECTS
Research Skills and Methods	3 ECTS
Presentation Skills 2	2 ECTS
Intercultural Communication	1 ECTS
total	30 ECTS

Management & Entrepreneurship 2 (ISP 4)

Title: ISP 4	
Project, Process and Quality Management	3 ECTS
Strategic Human Resources Management	3 ECTS
International Macroeconomics	3 ECTS
International Management	3 ECTS
Modern Business Concepts	3 ECTS
Business Planning	3 ECTS
Research Skills and Methods	3 ECTS
Presentation Skills 2	2 ECTS
Intercultural Communication	1 ECTS
total	24 ECTS

Management & Entrepreneurship 3 (ISP 5)

Title: ISP 5	
Cost Accounting & Controlling	3 ECTS
Planning and Budgeting	3 ECTS
Project, Process and Quality Management	3 ECTS
Strategic Human Resources Management	3 ECTS
International Macroeconomics	3 ECTS
International Management	3 ECTS
Modern Business Concepts	3 ECTS
Business Planning	3 ECTS
total	24 ECTS

II.III. Human Resources & Organization (HRO)

Organization & Management 1 (ISP 6)

Title: ISP 6	
International HR Management	3 ECTS
Negotiation & Conflict Management	3 ECTS
Intercultural & Diversity Management	6 ECTS
Strategic Management & HR	3 ECTS
Marketing in HR	3 ECTS
Organisational Design	3 ECTS
Project Management	3 ECTS
total	24 ECTS

Organization & Management 2 (ISP 7)

Title: ISP 7	
Intercultural & Diversity Management	6 ECTS
Strategic Management & HR	3 ECTS
Marketing in HR	3 ECTS
Organisational Design	3 ECTS
Project Management	3 ECTS
total	18 ECTS

III. Individual Courses - Overview by Study Program

Bold printed courses are also part of an International Semester Program. All CIEM courses will be held completely online in WS2021/22.

III.I. CIEM

Austrian Culture & more	1 ECTS
A1 German Language	4 ECTS
A2 German Language	4 ECTS
B1 German Language	4 ECTS
B2 German Language	4 ECTS
Business English - Negotiations & Presentations	5 ECTS
Business Strategy and Strategic Controlling	5 ECTS
Change Management	5 ECTS
Communication and Organizational Culture	5 ECTS
Cross-Cultural Management	4 ECTS
Emotional Intelligence & Empathy in Business	2 ECTS
Event Management	4 ECTS
Human Resource Management	4 ECTS
International Contract Law	4 ECTS
International Financial Management	4 ECTS
International Marketing	5 ECTS
International Sports Marketing	4 ECTS
International Journalism and Storytelling	4 ECTS
Investment and Finance	4 ECTS
Market Research	4 ECTS
Marketing Strategies and Decision Making	4 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
Service Marketing	4 ECTS
Social Media Marketing: From Strategy to Execution	4 ECTS
Social Skills	4 ECTS
Strategic Brand Management	5 ECTS
The Globalising World of Multi-National Companies	5 ECTS
Tourism Destination: Management, Marketing and Digitalisation	4 ECTS

III.II.   Management & Entrepreneurship (MGMT)

Bachelor	
Cost Accounting & Controlling	3 ECTS
Planning and Budgeting	3 ECTS
Project, Process and Quality Management	3 ECTS
Strategic Human Resources Management	3 ECTS
International Macroeconomics	3 ECTS
International Management	3 ECTS
Modern Business Concepts	3 ECTS
Business Planning	3 ECTS
Research Skills and Methods	3 ECTS
Presentation Skills 2	2 ECTS
Intercultural Communication	1 ECTS

Master	
Balance Sheet Analysis and Planning	3 ECTS
Conflict Management and Negotiation for Leaders	6 ECTS
European Business Law and Compliance Management	6 ECTS
Innovation and Technology Management	6 ECTS
Planning & Performance Management	3 ECTS

III.III.   Human Resources & Organization (HRO)

Bachelor	
International HR Management	3 ECTS
Negotiation & Conflict Management	3 ECTS
Intercultural & Diversity Management	6 ECTS
Strategic Management & HR	3 ECTS
Marketing in HR	3 ECTS
Organizational Design	3 ECTS
Project Management	3 ECTS
Economics	6 ECTS

Master	
Strategy & MOC	4 ECTS

III.IV.   Communication Management (COM)

Bachelor	
Advertising	6 ECTS
Civil Law	6 ECTS
Research Skills 1	3 ECTS
Statistics	3 ECTS
Creative Design	6 ECTS

Master	
Cross-Cultural Management	2 ECTS
Strategy (by the Affiliate Network of the Harvard Business School)	6 ECTS

III.V.   Marketing & Sales Management (MARS)

Bachelor	
Business Englisch for Marketing & Sales	3 ECTS
Marketing & Sales Case Study	3 ECTS

Master	
Change Management	4 ECTS
Intercultural Skills & Diversity Management	2 ECTS
Brand Management	6 ECTS
Competition, Strategy and Ethics	6 ECTS
Leadership Skills 2	6 ECTS

III.VI.   Financial Management (FIM)

Master	
Financial Decision Making	5 ECTS
Microeconomics of Competitiveness	6 ECTS

III.VII.   Tourism & Hospitality Management (TM)

Bachelor	
Digital Marketing in Tourism	6 ECTS
Curent Topics in Tourism	4 ECTS
International Tourism Policy	2 ECTS
International Travel Law	2 ECTS
Discussion Leading	1 ECTS
Business and Legal English	3 ECTS
Financial Management	6 ECTS

Master	
Intercultural Competences and Communication	2 ECTS
Leadership 2	4 ECTS
Critical Issues in Tourism	9 ECTS
Business Ethics	2 ECTS
The Tourism System	1 ECTS
Strategic Management and Microeconomics of Competitiveness	6 ECTS

III.VIII.   Journalism & Media Management (JOUR)

Bachelor	
Global Events & Developments: Theory & Practice	3 ECTS
Issues and Trends in Anglo-American Journalism 2	3 ECTS
Special Topic: Media Economics	2 ECTS
Special Topic: Media Politics	2 ECTS
Special Topic: Media Systems	2 ECTS

Master	
Entrepreneurial Journalism	3 ECTS
Investigative Journalism	1 ECTS
Special Topic: Media Economics	2 ECTS
Special Topic: Media Politics	2 ECTS
Special Topic: Media Systems	2 ECTS

III.IX.   Real Estate Management (REM)

Bachelor	
English for Real Estate Professionals 1	5 ECTS

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

Bachelor	
Politics and Media	2 ECTS
TV Production – TV & Video	4 ECTS
Welcome on Air - Radio & Audio	4 ECTS
Writing	2 ECTS

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

IV.I. Center for International Education and Mobility (CIEM) – held completely online

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

Compulsory Course!

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	1 ECTS
Content	This course prepares you for your semester in Austria. We would like to make you familiar with the Austrian culture and the challenges you may face during your semester abroad. The course will focus on interactive contents where you will have the chance to get to know Austrian specific characteristics and the other exchange students as well as the similarities and differences between various cultures. Furthermore, you will get an understanding of stereotypes and reflect prejudices and the definition of "culture" and "cultural identity". 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).

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	Students are able to communicate in a simple manner as long as their conversational partners speak clearly and slowly, and are willing to help. The teaching aims correspond to the A1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture and the Austrian way of living.
Content	The following skills and communicative situations are emphasized and practiced throughout the course: • Introducing yourself and asking for someone's name • Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.) • Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs • Adequately responding to simple questions, orders, comments, announcements on the mail box, public announcements and short conversations • Extracting relevant information from public signs, classified advertisements and written short messages • How to give directions • Writing of short personal messages, postcards and short texts • Formulating of and adequately responding to commonly used requests and demands • Describing stationery used in professional life as well as a company's branches • How to book a hotel room and to notify the hotel staff of possible problems in the hotel room • How to order in a restaurant • How to make or cancel appointments • Understanding and using numbers, amounts, times and price marks • How to go shopping • Speaking about present and past happenings • Practicing of pronunciation • Getting familiar with basic grammar rules and how to use them • Giving a short presentation about yourself and your home country Grammar: Word order; Why-questions and Yes/No Questions; definite/indefinite and negative articles, nominative, genitive, dative and accusative; pronouns, plurals and locations; modal verbs, possessive pronouns; present perfect, adjective declensions in nominative and accusative

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	The teaching aims correspond to the A2 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living. Students learn to understand commonly used expressions, which are related to information about themselves and their environment (e.g. family, shopping, and work). They are able to communicate in daily life situations, which involve the exchange of basic information, and topics they are familiar with. Furthermore, they also acquire the ability to describe their home country, education, their environment and situations related to basic needs. This course focuses on communicative situations of professional life.
Content	The following skills and communicative situations are emphasized and practiced throughout the course: • Introducing yourself in a professional context and describing your occupation and tasks • How to ask for information or a person on the phone and how to leave a message • Describing your professional life and talking about office work • How to make appointments for meetings via email or phone in a private and professional context • Exchanging information about work and stressful situations • How to order furniture for the office • How to book a hotel room and express specific needs related to the booking • How to book a table in a restaurant for a business meal • How to invite someone to a business meal and how to react appropriately to someone's invitation • Learning about Do's and Don'ts in business situations and about conversational topics at a business meal; how to small talk • How to thank someone for a favor and how to congratulate someone via e-mail • Talking about public transport and traffic • Talking about preparations for a business trip • How to ask for directions • Formulating of polite requests and wishes • Talking about present and past happenings • Giving a short presentation about yourself, your home country and current affairs; expressing your opinion Grammar: nouns, personal pronouns and adjectives in all cases; present, present perfect and future; modal verbs; changing prepositions; conditional II, subordinate clauses with "weil, dass, wenn"; text grammar

German Course Title	B1 German Language

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	The teaching aims correspond to the B1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living. Students learn to understand commonly used expressions, which are related to information about themselves and their environment (e.g. family, shopping, and work). They are able to communicate in daily life situations, which involve the exchange of basic information, and topics they are familiar with. Furthermore, they also acquire the ability to describe their home country, education, their environment and situations related to basic needs. This course focuses on communicative situations of professional life.
Content	The following skills and communicative situations are emphasized and practiced throughout the course: • General and detailed understanding of authentic listening exercises and texts • Speaking and writing about familiar topics, personal interests as well as experiences and currents affairs • Expressing possibilities, wishes, dreams, opinions, agreements and disagreements in a conversation • Talking about time, waste of time and punctuality • Describing images and graphs • Speaking about occupations and professional skills and abilities • Describing your own occupation in the context of a presentation and naming its advantages and disadvantages • How to make/cancel professional appointments • Talking about the job market and small talking in business meetings • Writing about your occupation in an e-mail • Explaining your own reading habits and your choice of literature • Speaking and writing about various media habits (TV, internet, etc.) • Talking about advertisements and products • Comparing information; asking for details; explaining • Clearly expressing your opinion of other people • Acquiring general knowledge of the international working world; understanding professional profiles Grammar: Reflexive verbs, prepositional verbs; subordinate clauses and related pronouns, final clauses; subjunctive II, relative clauses with "so...dass" and "statt...zu"; adjective declension, temporal relative clauses

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course Objectives	The teaching aims correspond to the B2 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history, literature and the Austrian way of living. Students are able to communicate about a wide range of topics in a clear and detailed manner, as well as to express a point of view by explaining the advantages and disadvantages of the subject matter. They also possess the ability to understand challenging, longer texts and to extract implicit meanings.
Content	The following skills and communicative situations are emphasized and practiced throughout the course: • General and detailed understanding of authentic listening exercises and texts • Exchanging about varieties and variances of German, particularly typically Viennese expressions • Giving presentations about your home country, cultural differences to Austria, your learning styles and strategies as well as intercultural experiences in Austria • Giving oral and written summaries of texts • Speaking and writing about familiar topics, personal interests as well as experiences and happenings • Writing of letters of the editor and reports in a professional context • Writing of cover letters and applications • Writing of detailed letters of complaint • Describing and commenting on images and graphs • Explaining and discussing concepts of culture, stereotypes, prejudices and conventions • Exchanging learning strategies and experiences • Discussing traffic and traffic problems • Sharing experiences related to your holidays, tourism and globalization • Convincing other students of your opinion related to symbols and their culture specific meanings • Giving advice related to happiness, stress and worry • Stating of reasons and consequences • Understanding the meaning and usage of idioms and phrasal verbs • Talking about your professional life, career and income • Grammar revision: prepositional verbs; adjective declension; linking devices with subordinate clauses; indirect speech and passive voice

Course Title	Business English - Negotiations & Presentations
German Course Title	Business English - Negotiations & Presentations

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment. The continuous performance assessment is based on the grades for the following topic blocks: presentation skills, rhetoric and body language (40%) and their use in the integrated final examination (final presentation: 60%) at the end of the semester.
Course Objectives	Upon completion of this course, students are able to: • communicate effectively in a variety of business situations in English (functional English) • understand and use business language phrases in English • understand the main ideas in complex texts on concrete and abstract topics • understand specialized discussions in business contexts • converse fluently and spontaneously, so that normal interactions with native speakers are possible without great difficulty in understanding for either party • express themselves clearly and in detail, verbally and in writing, on a wide range of topics; explain their position on a specific issue and list the pros and cons of alternatives • differentiate between formal and informal situations, in both spoken and written contexts, and respond appropriately to the situation understand the characteristics of different kinds of texts, and use the correct language when producing them; tailor texts to their target audience
Content	Introductions, apologies, requests, invitations, developing conversations, prompts and responses, discussion of teleworking and modified working hours, techniques for linking and formalizing writing, identifying false friends, functional language used by the chairperson in meetings, language for signposting presentations, use of conditional structures in business situations

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

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Lecture, Group work
Method of Assessment	Final examination, group work
Course Objectives	Upon completion of this course, the students should be able to see the differences between operational and strategic management within a corporation. 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

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	The instructor employs the Socratic Method in teaching this class. Rather than simply the traditional lecture, the teacher will be asking questions and providing cases and examples to encourage the student's participation and to facilitate a deeper understanding of the course material. Rather, we will build the discussion on answers given.
Method of Assessment	Each student will be assigned to a group, to present a project before the class. The cases will be handed out early in the session. The project will consist of a written analysis and a 5 to 7-minute presentation, followed by a 5-minute Q&A. The intent is for the students to amplify on materials covered in the course, applying this material to a "real" situation using PowerPoint, and/or other creative and entertaining delivery vehicles. Thoroughness, objectivity and articulation will be the basis for the grade given. The students will be asked to submit short synopsis of significant articles provided through the Moodle site. The final exam will be multiple choice questions short answers and a short case and will be comprehensive. Students will be responsible for learning both the reading, and information provided by class discussions and group case presentations
Course Objectives	• Understand the change process, the dynamic nature of the business • environment, and the resultant effects of rapid change on an organization and its stakeholders. • Understand the basic causes of change, and resistances to change, in the business world. • Learn the methods of effectively anticipating, influencing and implementing change in corporate settings with differing corporate • cultures. • Understand the role of leadership in effectively managing change.
Content	The rapidly changing technological and global markets present business managers with new opportunities and challenges that require "out of the box" thinking and decisions. With this in mind, we will explore many of the issues organizations face in trying to achieve their strategic objectives and satisfy the needs of their customers, beginning with a discussion of general principles and then addressing more specific strategies and tactics as the semester progresses. Readings will provide much of the framework for the course. Though ESCEM students are not required to purchase the two texts, most of the class information and theory will be derived from them. Critical chapters will be available on the Moodle site along with other critical and very current writing in the area of change management.

Course Title	Communication and Organizational Culture
German Course Title	Communication and Organizational Culture

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Lectures, interactive activities, role-plays, case studies
Method of Assessment	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. 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	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
Method of Assessment	Final report, exam
Course Objectives	The course aims to: provide students with a conceptual, theoretical and practical knowledge of intercultural management • concepts and theory • review existing literature and theory in the field of inter- and cross-cultural management • understand the challenges of intercultural management • help participants to understand the theoretical foundation of managing an international workforce in a multinational corporation, its processes, tools and implementation within corporations • discuss the relevance of diversity in multinational corporations and during internationalization processes • provide a basic foundation to enable the student to understand, analyze and make appropriate strategic choices in a multi-cultural workplace and to apply intercultural skills in concrete situations
Content	The concept of culture Cultural differences and concepts Culture shock and stress Cross-cultural management styles, communication, and leadership

Course Title	Emotional Intelligence & Empathy in Business
German Course Title	Emotional Intelligence & Empathy in Business

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	2 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Integrated course
Method of Assessment	Immanent performance assessment
Course Objectives	This course introduces students to the foundations of Emotional Intelligence (EQ) and Empathy. 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	Event Management
German Course Title	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
Method of Assessment	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	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.

Course Title	Human Resource Management
German Course Title	Human Resource Management

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

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
Method of Assessment	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 regard 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
Method of Assessment	Assigned homework (see previous slide) 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 Marketing
German Course Title	International Marketing

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	The instructor employs the Socratic Method in teaching this class. Rather than simply using the traditional lecture, students will be asked questions to encourage participation and to facilitate a deeper understanding of the course material. We will build the discussion on answers given. Cases and current readings will also be used to give students significant exposure to personal selling and sales management issues. DVDs and videos will also be used to enhance learning.
Method of Assessment	Each student will be assigned to a group, to present chapter material before the class. The assigned topic will be given on the first day of class. Each case will consist of a 25-minute presentation, followed by a 5-minute Q&A. The intent is for the students to amplify on the chapter content by researching the topic, using handouts, PowerPoint, and/or other creative and entertaining delivery vehicles. Thoroughness, objectivity and articulation will be the basis for the grade given. The Final Exam will have multiple-choice questions. The exam will be comprehensive, covering the entire course. This means good note taking in class is advisable.
Course Objectives	• Understand the creation and enhancement of the concept of customer value-driven global marketing, and the resultant effects on an MNC and its customers. • Understand the fundamental concepts of global marketing functions and strategies. • Understand the four Ps of global marketing. • Have an understanding of differing approaches to market channels and logistics across borders. • Understand the impact of new trends in global marketing, including the use of social media, and the importance of ethics.
Content	Effective marketing management is integral to a firm's success and has both art and science at its core. In fact, in the final analysis, sales is the CORE of the final purchase decisions made by customers resulting in business revenues and profits. Without successful sales programs, there will be no business. Unlike accounting, "correct" answers are often difficult to come by in many sales scenarios. Indeed, there can be several correct answers to marketing and sales problems. The challenge, then, is to find the "best" correct answer. As a result of new economic, technical and competitive dynamics, companies are being forced to become more market-oriented and customer-driven. Marketing costs typically make up about 35-50% of the total price of a product, and personal sales is the single most expensive component of the Marketing Mix and has the most direct impact on purchase decisions made by the customer. The role of both marketing in general, and the sales force in particular, are expanding greatly and assuming new and greater responsibility to build and manage customer relationships.

The rapidly changing technological and global marketing environment presents marketers 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 serve customers, beginning with a discussion of general principles and then addressing more specific strategies and tactics as the semester progresses.

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.
Method of Assessment	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	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)
Method of Assessment	Final exam, short written assignments, in-class group work
Course Objectives	Participants should gain a more sophisticated understanding of the principles of modern journalism in theory and practice.
Content	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.

German Course Title	Investment and Finance
Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Lecture (presentation) of contents by lecturer, working on case studies, discussion of work in progress and results
Method of Assessment	Presentation of journal papers (10%), 2 case studies (40%) and final written exam (50%). To pass the lecture, the students have to achieve more than 50% on the final exam and more than 50% in total
Course Objectives	The students should gain comprehensive knowledge of investment and financing in real business life. Especially, the interaction between investment and finance and the influence on budgeting decisions, is a major lessons learned from this lecture. The students know the difference and instruments of static and dynamic investment tools and can apply them by using computer software. They learn how to interpret a Cash Flow and gain knowledge in the trade-offs between debt and equity financing.
Content	Principles of Management • Strategic Key Questions of a company and Stakeholder Management • Understanding the key interactions between integrated financial statements (Case on Profit/Loss, Balance Sheet and Cash Flow Statement) Investment Decision Support • Static Instruments: cost and profit comparison, profitability and static amortization • Dynamic Instruments: Net Present Value and Dynamic Amortization, Annuities and Internal Rate of Return • Considering taxes and in investment appraisal Financing • Introduction to Cash Flow Analysis • Financial Planning (Integrated Planning and Budgeting) • Working Capital Management (Payables, Receivables and Inventory – Ratios) • Capital Structure Analysis (Equity vs. Debt Financing) • Rating models and ratios • Leverage Effect – Debt & Taxes • Leasing (Operate vs. Finance)

Course Title	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
Method of Assessment	Participation in the mini-project, test
Course Objectives	The main goals of the course are that students • develop an awareness for the role of market research in marketing management • understand market research terminology • acquire a basic understanding of the market research process • are introduced to the most common market research techniques • gain knowledge to critically evaluate the quality of research data
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. The project will be implemented and a research report will be written (PowerPoint presentation). Topics • The Role of Market Research • Quantitative and Qualitative Market Research • The Market Research Process • Research Designs • Sample Size and Determination • Data Preparation and Analysis • Research Reports

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	Reading, lecture, discussion, case studies.
Method of Assessment	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 team work, 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	**Online Communication**
German Course Title	**Online Communication**

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

Course Title	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
•	Method of Assessment	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

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Highly interactive, bringing theory and best practice to life through case studies and creative projects. Material: Reading lists, handouts and video clips.
Method of Assessment	One assignment, one presentation, class participation and then final exam (which has to be passed in order to pass the course)
Course Objectives	To gain an understanding of the role of effective communication and Public Relations practices in building, enhancing and protecting the value and reputation of any organization.
Content	• Communication: Verbal, non-verbal, visual, electronic Media and Society: • National and cultural differences, influence of various channels (Student contribution) • Integrated Communications: Defining and creating the 'voice' of a brand or organization. • Public Relations: Defining PR, PR in the Marketing mix, roles in Business, Government, NGOs, Not for profit, Advocacy, Lobbying PR Strategy: Process, • Tools (Eg. Proactive initiatives, Press Release, Events) Planning and implementing Crisis Management: Preparation, Protocols, Stakeholder Communication Media Training: Effective Communication, Messaging, Interview techniques, Dealing with the media

Course Title	**Real Business Simulation**
German Course Title	**Real Business Simulation**

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Group work
Method of Assessment	Assessment by course work
Course Objectives	After a Real Business Seminar, you will be able to • understand all levels of your company and take the right management decisions • see the complex responsibilities of the company's success • understand the details of financial- and cost accounting • evaluate finance and investments • understand the needs of working aligned to the chosen strategy • evaluate the benefit of managerial accounting systems • develop your own ratios and take decisions from your information systems • better communicate the need for planning and budgeting • realize the value of your company and how to manage it
Content	Real Business is a management and company simulation that enables an efficient transfer of business knowledge. In an intensive seminar (2-3 days) participants work together in teams and are confronted with the most relevant topics of business administration and business management. Due to the nature of the simulation, the participants develop necessary management instruments themselves and can immediately use them in practice. This method ensures the long-term success of their learning experience. The following topics are covered in the seminar: • Accounting and Balance Sheet • Financial Statement Analysis and Corporate Ratios • Cash Management and Treasury • Process Management and Flow of Capital • Finance and Investment Decisions • Cost Accounting • Marketing and Pricing • Strategic Management • Value Management and Shareholder Value • Company Evaluation Real Business is especially suited for international teams. The interaction and the intense teamwork ensure the development of a common understanding of the company. Specifically, Real Business allows for the development of • a common culture among the team • an understanding of different cultural backgrounds • a common language and communication style • roles as well as strengths of each participant • respect for different approaches in problem solving • Concept of risk utility function • Practical case study

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
Method of Assessment	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 sales people 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.

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 Study, Video, Lab/Team/Group work
Method of Assessment	Combination of assignments, projects and examination
Course Objectives	Upon successful completion, the student will be able to: • Make primary distinctions between product based and service based businesses. • Create marketing objectives that generate predetermined shifts in customer behavior. • Develop a synergistic marketing strategy and put it into action. • Choose appropriate research methods for services • Select appropriate database management and segmentation methods for services. • Formulate the seven "P's of the extended marketing mix for services • Demonstrate the process of how to communicate and promote services B-2-C and B-to-B. • Describe the four customer value segments and strategy the best pricing strategies. • Select the best way to reach customers through personal selling, advertising, direct mail, internet, etc.
Content	The service sector can be very profitable and is quickly becoming the largest segment of the world's economy. Yet, the intangible delivery of services can be difficult to manage and market. Even when services organizations get it right, satisfaction levels are quick to slip or be copied by other service providers. This course will provide students with the tools, strategies and approaches for de-signing and sustaining a successful service centered organization. There is a strong consumer focus in this course and students will development awareness of a gaps model that differentiates between what organization think consumers want – and what consumers really want.

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Methods of instruction to include: Lectures (via PowerPoint) by the professor, class discussions on articles and other literature, viewing/discussion of Twitter feeds, blogs, Facebook and other social media platforms. Possible guest speakers via Skype that are experts in social media usage and platforms.
Method of Assessment	Methods of assessment include in-class writing (ex. Twitter posts, Facebook updates, Blog posts), other writing assignments done at home and returned the following day, a "quiz" on basic social media terminology and a team project.
Course Objectives	Social Media in Global Corporate Strategic Communications: • Students will be able to examine social media platforms used by corporations to determine if they are using these platforms to positively benefit or negatively impact the strategic communication goals of the company. • Students will be able to create examples of positive and negative uses of social media to handle crisis communications. • Students will be able to understand and explain with certainty the benefits of using social media to reach audiences, control messaging and utilize this platform in the media plan for a strategic PR campaign. • Students will be able to objectively analyze the content of social media platforms and create suggestions for maximizing value.
Content	The content for this course is broken down by topic. There are approximately six different topics covered throughout the two-week course. Each topic includes articles, examples, possible guest speakers and a writing component. It is important for students to get a well-rounded perspective, but also have practice writing for the various platforms of social media.

Course Title	Social Skills
German Course Title	Social Skills

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Integrated course
Method of Assessment	Continuous assessment. The continuous performance assessment is based on the grades for the following topic blocks: presentation skills, rhetoric and body language (40%) and their use in the integrated final examination (final presentation: 60%) at the end of the semester.
Course Objectives	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

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	5 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	PowerPoint slides, case studies
Method of Assessment	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

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Course Type	Individual course & Part of International Semester Program (ISP; see chapter II)
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Methods of teaching and learning are based on adult learning techniques and self-directed learning. Each session explores the concepts and provides the information on the study topic. Exercises and role-plays are used to test international business insights and skills, while case studies and instructional material documenting the experiences of organizations in international business are included. Current issues in international business including readings will be issued in class discussion as they arise during the course. The course is interactive and requires a high level of involvement from students during the class sessions. Students are expected to come to class prepared. It is expected that students will read any material supplied before coming to class Students required to present during a class session, are expected to be prepared and ready to present their materials to the class at the specified time. Those students not presenting are expected to have reviewed the readings and cases, listen to the presentations, and ask questions appropriately. Students are also expected to participate in all class discussions. Beyond the required reading, students are encouraged to use other resources.
Method of Assessment	Two Assignments and one final written examination
Course Objectives	This course is based on the premise that we live in a global age. A very complex, rapidly changing environment, which 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. Multi-National Companies (MNCs) through intelligence and skillful management are able to 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 or industrial excellence. The objective of 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 and their likely future success. 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. Learning outcomes On completion of this course students should be able to: • Explain globalization, the drivers and the changing global economy of twenty first century including the Americanization of the international world and growing focus on consumerism. • 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 predict 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 process which cause change to MNC operations
	• identify, describe and explain the patterns of specified industries throughout the world – eg world auto industry or world food industry
	• 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 Part II. Global Flows and Processes facing MNC 2. Global Political Flows and Processes 3. Global Financial and Economic Structures and Processes 4. Global Economic Flows and Processes 5. Global Cultural Flows and Processes 6. Hi-Tech Global Flows and Structures 7. Global Flows of People 8. Global Environmental Flows 9. Global Negative Flows and Processes Part III. Global Patterns of Industry 10. Auto industry and/or, Food industry Part IV. Changing World of the MNC 11. The Adaption of the MNC to the Globalizing World.

Course Title	Tourism Destination: Management, Marketing and Digitalisation
German Course Title	Tourism Destination: Management, Marketing and Digitalisation

Degree Program	Center for International Education and Mobility (CIEM)/International Management
Credits	4 ECTS
Semester in Curriculum	This course is recommended for students at higher Bachelor's or Master's level
Method of Instruction	Integrated course
Method of Assessment	Immanent performance assessment
Course Objectives	tba
Content	• Destination marketing • Foundations of destination management • Digital business models and their influence on tourism and destination marketing • How to make leadership of a destination work; what is important in the collaboration of all stakeholders?

IV.II. Management & Entrepreneurship (MGMT)

Bachelor

Course Title	Cost Accounting & Controlling
German Course Title	Cost Accounting & Controlling

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	After completing this course, students will be able to: • explain the basic terms of managerial accounting and the basic concepts such as the Cost-Volume-Profit-Analysis and explain ethical aspects relating to managerial accounting, • explain the difference between job costing and activity-based costing and apply them by means of examples, • define and differentiate the term of controlling correctly and understand the functions and roles of controlling and the controller in a company, • evaluate different controlling concepts and their development, • know the goals and tasks of controlling.
Content	• Managerial accounting basis • Managerial accounting ethics • Cost-Volume-Profit-Analysis, Operating Leverage • Job costing • Activity based costing • Controlling: conceptual fundamentals • Definition and differentiation of the term controlling • Controlling theory • Controlling concepts • Controllership in Europe in comparison • Modern controlling and Controlling image • Goals and tasks • Instruments of controlling • Harmonization • Expansion of the harmonization, integrated reporting • Aspects and challenges in international controlling

Course Title	Planning and Budgeting
German Course Title	Planung and Budgetierung

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	After completing this course, students will be able to: • describe and use the different characteristics of the two and three-phased corporate planning, • describe the phases of an overall business planning and use them for practical cases, • explain the difference between job costing and activity-based costing and apply them by means of examples, • perform master budget and flexible budget processes.
Content	• Different forms of two and three-phases corporate planning. • Master budget, responsibility accounting • Flexible budgets, direct-cost variances, overhead cost variances, management control

Course Title	Project, Process and Quality Management
German Course Title	Projekt-, Prozess- und Qualitätsmanagement

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	After completing this course, students will be able to: • understand projects and project management as a component of modern and efficient business organization, • use correctly the most important tools of project management and • define projects autonomously, commission, plan and manage them and support "own projects" with the tools of project management, • process definition and analysis, company-wide process management, process management in the product development, methods and tools of process management, approaches of quality management, • understand, explain and use quality-driven improvement programs: Lean Management, Six Sigma, business quality management
Content	• Concept of project, project forms of organization, project roles, project phases • Team work, project manual (for instance project structure plan, environment analysis, project time schedule, project resource plan, project cost projection, project risk plan etc.) • Project marketing, project controlling, handling project crises, project completion report, project presentation, project evaluation • Process management: notions, strategies, approaches, methods • Quality management: notions, certifications, norms, accreditation • Concept Total Quality Management

Course Title	Strategic Human Resources Management
German Course Title	Strategisches Personalmanagement

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	After completing this course, students will be able to: • distinguish operational and strategic human resources management • describe the possibilities of organizational embedment of the human resources department. • explain the strategic cross-departmental functions of the human resources management (Talent & High Potential Management, Succession Planning, Retention Management) and put them in relation to case studies, • define the terms "human resources development", "organization development" and "change management" and understand their strategic relevance, • describe the main characteristics and target definitions of strategic human resources development, their tools (personnel appraisal, career plan, …) and develop concepts by means of case studies. • name principles and strategies for the configuration of organization development and change management processes and describe different organization development measures (among others large group interventions). • explain the concept of learning organization and reflect application possibilities in practice. • Define the term "corporate culture" and determine aspects of corporate culture (artifacts, values & norms, basic assumptions).
Content	• Operational and strategic human resources management • Organizational embedment of the human resources department in the UN structure; HR Business Partner Model • Strategic cross-departmental functions of the human resources management: Talent & High Potential Management, Succession Planning, Retention Management • Strategic human resources development, organization development and distinction from the approaches of change management • Concept of the learning organization • Corporate culture model (among others by the appearance)

Course Title	International Macroeconomics
German Course Title	Internationale Makroökonomie

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	After completing this course, students will be able to: • explain basic concepts of the international macroeconomics • understand and explain global correlations in the world economy and the roles of different actors, • evaluate different concepts and their development, • describe fundamental changes of the modern world economy
Content	Macroeconomics, basic approaches, economic growth, total factor productivity, human capital and technique, international trade, globalization, business cycles and economic policy, monetary policy, fiscal policy and role of the government, capital markets and finance sector

Course Title	International Management
German Course Title	Internationales Management

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	After completing this course, students will be able to: • explain basic concepts of the international macroeconomics and of international management, • understand and explain global correlations in the world economy and the roles of different actors, • evaluate different concepts and their development, • describe fundamental changes of the modern world economy, • explain intercultural aspects of international management and their implication in business management.
Content	International management: notions and main approaches, legal and political framework of the international management, intercultural management: aspects and implications

Course Title	Modern Business Concepts
German Course Title	Moderne Geschäftskonzepte

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	After completing this module, 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	Business Planning
German Course Title	Business Planung

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	After completing this module, students will be able to: • describe Business Planning Concepts, goals, tools and influence factors, • describe the structure of a strategic Business Plan, • understand and use risk analysis and scenario analysis, • generate a strategic Business Plan, • use E-Learning tools for the development of new products and concepts.
Content	Business Planning: concepts, goals, tools, influence factors, Managerial Accounting and Business Planning, Risk Management

Course Title	Research Skills and Methods
German Course Title	Wissenschaftliches Arbeiten

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	After completing this module, students will be able to: • know the criteria of scientific character and develop a scientific thinking, • know and distinguish types of scientific works and their quality criteria, • know the research process and explain it scientifically, • distinguish qualitative from quantitative research paradigms, • formulate a scientific problem statement and deduce workable research questions, • research, select, extract, categorize and combine literature about a particular research question systematically, • know the formal requirements (for instance citation methods, parts) of a scientific work, • draft scientific texts autonomously (considering style and expression, structuring and argumentation).
Content	Meaning of scientific works, requirements of scientific works, types of scientific works, assessment criteria of scientific works, development process of a scientific work (research process methodology), paradigms of empiric social research, parts of scientific works, work with scientific literature, formal structure of a scientific work, writing and argumentation in a scientific work

Course Title	Presentation Skills 2
German Course Title	Präsentationstechniken 2

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	2 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	After completing this module, students will be able to: • prepare optimal visual presentations adapted to target groups, • reflect on their own strengths and weaknesses, • interact with other professionals as well as act depending on the situation, • give and accept feedback and criticism, • use modern media purposefully
Content	Preparation, structure and performance of individual and group presentation, as well as relevant extended use of media, reflection over presentation skills

Course Title	Intercultural Communication
German Course Title	Intercultural Communication

Degree Program	Management & Entrepreneurship (MGMT)/Bachelor
Credits	1 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Partial performance and/or final examination
Course Objectives	After completing this module, students will be able to: • identify cultural differences as well as use relevant strategies that prevent intercultural misunderstandings, • identify characteristic pronunciation properties of different English variants, • successfully take part in a business communication with international business partners by means of relevant communication tools.
Content	Intercultural awareness, personal and virtual business communication

Master

Course Title	Balance Sheet Analysis and Planning
German Course Title	Balance Sheet Analysis and Planning

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Written final examination
Course Objectives	Upon completion of this course, students are able to: • Interpret an annual financial statement according to IFRS • Carry out a detailed analysis of the asset, financial and income situation • Recognize accounting margins and implement accounting measures • Estimate the financial opportunities and risks of a business and take business decision based on this • Analyze and describe various special cases in this area
Content	• Origins and principles of IAS/IFRS • Accounting of specific issues in the IFRS financial statement • Valuation of assets and debts • Ethical aspects of the annual financial statement • Typical impact of a conversion from UGB to IFRS with case studies • Indicator-specific effects that can arise during the transition from UGB to IFRS and US-GAAP • Automation of processes through automation and digitization

Course Title	Conflict Management and Negotiation for Leaders
German Course Title	Conflict Management and Negotiation for Leaders

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	6 ECTS
Semester in Curriculum	3rd semester

Method of Assessment	Continuous assessment / final examination
Course Objectives	Upon completion of this module, students are able to: • Identify conflicts, formulate alternative response strategies, and solve conflicts in a manner suited to the particular situation • Examine personal conflict patterns • Outline the role of managers in conflict situations and test various approaches using case studies • Identify aspects of targeted mediation • Prepare and hold strategic (also intercultural) negotiations
Content	• The role of the manager in conflict situations, • Conflict diagnosis, conflict patterns, conflict culture, • Typology of conflicts, • Escalation dynamics, conflict resolution, mediation, negotiations • Intercultural aspects of conflicts and their possible solutions

Course Title	European Business Law and Compliance Management
German Course Title	European Business Law and Compliance Management

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	6 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Written final examination
Course Objectives	Upon completion of this module, students are able to: • Understand the contexts of the EU's historic development and its treaties • Describe the common framework of free trade • Explain the key trade freedoms and their corresponding laws • Apply the statutory regulations to practical applications • Justify the importance of statutory regularity in the context of the management of processes • Identify and implement an overview of the effects of EU laws on the management of regularity
Content	• History of the single European market • EU citizens, free movement of goods, services, capital and labor • Freedom of establishment, EU law and regularity

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	6 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment / final examination
Course Objectives	Upon completion of this module, students are able to: • Assess the significance of innovation in the development of a company • Identify the main types and intensities of business innovation • Understand the factors which can lead to resistance to innovation in companies and recommend concrete measures to promote innovation based on this knowledge • Recognize the importance of innovation management and explain its functions • Identify and explain the characteristics of the phases of innovation processes • Demonstrate knowledge of current developments and trends in customer contact strategies and explain their advantages over traditional approaches • Develop a marketing mindset which includes awareness of these current developments and trends, and incorporate them into specific aspects of the marketing plan • Use knowledge acquired in the module to develop unique selling points of the business and therefore realize growth potential through supporting innovative business ideas with creative customer contact activities. • Formulate a technology strategy and ensure its implementation with appropriate tools
Content	• Corporate entrepreneurship, importance of innovation for growth, types and intensities of innovation, innovation triggers, resistance to innovation, implementing innovation plans, the role of the individual in innovation, dynamics of innovation, open innovation, lead user innovation, success factors for innovation, innovation strategies, business model innovation, conditions for innovation, phases of the innovation process, trends in innovation research • Resource based view, dynamic capabilities • Technology strategy (the natural role of technology development in the business) • Technology prediction (identifying possible, relevant technologies for the business, technology scouting) • Technology timetable (fitting of technologies to the business according to market requirements) • Technology project portfolio (projects in development) and technology portfolio (technologies in use) • Technology management tools (patent analysis, portfolio management, roadmapping, S-curve, stage gate process) • Effects of digitization on business models • Effects of automation and Industry 4.0 on the innovation and technology strategy

Course Title	Planning & Performance Management
German Course Title	Planning & Performance Management

Degree Program	Entrepreneurship – Executive Management (MGMT)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Written final examination
Course Objectives	Upon completion of this course, students are able to: • Use instruments and systems for budgeting and planning in international companies • Develop a concept for strategy management and strategy implementation
Content	• Relevance and function of business planning and budgeting • Different phases of business planning from strategy to budget • Influence of internationality on the planning • Modern and alternative approaches to business planning. Various simple investigations • Performance management as an integral component of business controlling processes • Performance management along the supply chain (production, sales…) • Support through digitization of processes

IV.III. Human Resources & Organization (HRO)

Bachelor

Course Title	International HR Management
German Course Title	International HR Management

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment / final examination
Course Objectives	Upon completion of this module, students are able to: • Explain the term international human resource management and explain its complexity in professional practice. • Describe the function of IHRM in various cultural contexts. • Explain the peculiarities of HR-related areas of action in an international context and work out consequences for HR tools. • Identify key trends in IHRM and the consequences of these trends.
Content	• General internationalization of the economy • Foundations of international HRM in relation to the areas of activity of HRM • Differences between national and international HRM and the resulting challenges • Trends in international HRM

Course Title	**Negotiation & Conflict Management**
German Course Title	**Verhandlungsführung & Konfliktmanagement**

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment / final examination
Course Objectives	Upon completion of this module, students are able to: • Understand the basics of interest-based negotiation • Prepare for and carry out negotiations • Understand and reflect on negotiation strategies • Organize negotiation processes • Identify and reflect on argumentation techniques • Deal with emotions in stressful situations • Follow up on negotiations • Identify, analyze and de-escalate conflicts with suitable methods and tools • Lead difficult discussions in a solution-oriented and appreciative manner. • Reflect on their own behavior in conflicts to an adequate extent • Identify the behavior of others in conflict situations. • Apply the learned techniques in a manner appropriate to the situation so as to de-escalate conflicts.
Content	• Foundations of negotiation • Tasks of negotiation management • Preparing for negotiations • Negotiation strategies • Organizing the negotiation process • Argumentation techniques • Dealing with emotions in stressful situations • Following up on negotiations • Theoretical foundations of conflict management • Identifying conflicts in oneself and others • Dealing with conflicts through solution-oriented discussion and using the principles of non-violent communication • Forms and handling of conflicts in the organization (conflict management in the company)

Course Title	Intercultural & Diversity Management
German Course Title	Interkulturelles & Diversity Management

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	6 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment / final examination
Course Objectives	Upon completion of this module, students are able to: • Understand the challenges of different cultural backgrounds and derive targeted measures from them. • Describe the major cultural theory concepts and critically question their practical relevance. • Explain the concept of diversity management and apply to case studies. • Be aware of intercultural circumstances in HR work. • Identify cultural differences and apply appropriate strategies to counter intercultural misunderstandings in oral and written communication. • Identify characteristic pronunciation features in different dialects of English. • Successfully participate in business communication with international business partners using appropriate communication tools.
Content	Sub-module Intercultural & Diversity Management: • Cultural environments • Inter-cultural comparative research, cultural theories • Diversity in all dimensions • Diversity management in theory and practice • HR and HRD requirements in the international context Sub-module Intercultural Business Communication: • Strategies for dealing with cultural differences in oral and written intercultural communication • Characteristic pronunciation features in different dialects of English • Business communication with international business partners using appropriate communication tools

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment / final examination
Course Objectives	Upon completion of this module, students are able to: • Explain the basic tools of strategic management and their application in professional practice. • Describe the basic strategies available to a company. • Describe the strategy development and implementation process. • Name the tools and methods of the strategy development and • implementation process and use selected tools • Describe the basic approaches of corporate governance & business ethics • Identify the aspects of a company strategy that are relevant to a human resources strategy.
Content	• Strategic management – definitions, theories • Tools of strategic management and strategic planning: Context analysis, company analysis • Vision, mission statement • Core competencies and resources • Competitive strategies • Corporate governance, foundations of business ethics, corporate social responsibility • Strategy development, development of strategic objectives, strategy implementation (incl. balanced scorecard) • Digitalization, disruption and its impact on the strategic issues in the company • Digital business models • Strategic controls • Human resources strategy

Course Title	Marketing in HR
German Course Title	Marketing im HR

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment / final examination
Course Objectives	Upon completion of this module, students are able to: • Identify the functions and tasks of marketing, describe marketing as a process and critically discuss the use of the tools of strategic and operational marketing planning in companies. • Apply the acquired theoretical knowledge to case studies. • Describe human resources marketing activities and select appropriate actions for selected issues. • Create a draft of a human resources marketing concept. • Identify and reflect on the opportunities and limits of social media for human resources. • Define the content, tasks and opportunities of employer branding. • Derive information relevant to employer branding from the company strategy. • Describe the procedure for the creation of an employer branding concept.
Content	• Basic concepts, definitions, tasks and functions of marketing and marketing management • Marketing management as a process: market research, setting marketing objectives, strategic marketing, operational marketing, impact measurement • Operative and strategic marketing, STP • Marketing tools, 4Ps • Foundations of PR • Tasks and tools of human resources marketing • Employer branding (concepts, introduction strategies, social media tools) • Digitalization in HR marketing

Course Title	Organizational Design
German Course Title	Organisational Design

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment / final examination
Course Objectives	Upon completion of this module, students are able to: • Analyze companies in terms of their structure and process organization, classify them based on organizational models and concepts. • Name the major organizational theories and describe the basic characteristics of these theories.
Content	• Structuring of tasks (theory and practice), distinction between structure and process organization • Major classical, neoclassical and modern organizational theories • Organizational forms and models • Foundations of process management, identification of business processes, process modeling, process optimization, process-oriented organizational forms • Impact of digitalization on organizational design

Course Title	Project Management
German Course Title	Projektmanagement

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment / final examination
Course Objectives	Upon completion of this module, students are able to: • Understand projects and project management as components of a modern and efficient company organization • Properly apply key tools of project management and • Define, assign, plan and steer projects independently; manage "their own projects" using project management tools
Content	• Classic and modern project management • Basic methodological knowledge for project organization • Project definition and commissioning • Project planning tools (project structure plan, stakeholder analysis) • Project risk management • Elements of project marketing • Elements of project controlling

Course Title	Economics
German Course Title	Volkswirtschaftslehre

Degree Program	Human Resources Management (HRO)/Bachelor
Credits	6 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment / final examination
Course Objectives	Upon completion of this module, students are able to: • Describe the basic concepts of economics and economic systems and schools of thought • Understand the interaction of supply and demand in markets, and explain them by means of various theories (household theory, production theory and cost theory) • Classify different market forms and analyze their effects on market equilibrium • Explain the basics of national accounts and their key figures, and analyze economic processes at the macroeconomic level • Apply current macroeconomic models • Understand and critically question current economic policy and state institutions • Know the forms of market failure and discuss them using current examples • Question critically current textbook economics • Discuss alternative economic theories in a critical manner • Explain functions and concepts of the labor market and describe their influence on HR.

Content	• Introduction to economics (basic concepts, economic systems and schools of economic thought)
	• Microeconomics
	  o Supply and demand
	  o Goods markets (household theory, production and cost theory)
	  o Market forms (perfect markets, monopoly, oligopoly) and market equilibrium
	• Macroeconomics:
	  o National accounts and indicators (GDP and economic activity);
	  o Real and financial markets (production, growth, unemployment, interest, money, inflation);
	  o IS/LM model; AD-AS model
	  o Labor market and its influence on HR
	• Economic policy
	  o Interventions, the environment, institutions (subsidies, taxes, EU)
	  o Fiscal and monetary policy, institutions (central banks, IMF)
	  o Market failures (public goods, asymmetrical information, external effects, natural monopolies)
	• Heterodox economics:
	  o beyond GDP, post-Keynesianism, neoliberalism, feminist economy, income concentration;
	  o green economy, sustainability, current issues

Master

Course Title	Balance Sheet Analysis and Planning
German Course Title	Balance Sheet Analysis and Planning

Degree Program	Organizational & Human Resources Development (HRO)/Master
Credits	4 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous partial performance/final examination
Course Objectives	Upon completion of this course, students are able to: • Identify general relationships between the business environment and effects on the company, • Identify and analyze determinants of competition • Define clusters and their implications for strategic management at the company level
Content	• The integrative discussion of the topics of strategy and microeconomics of competitiveness (MoC) from the perspective of professional practice. • The determinants of competition, both from the company and a microeconomic perspective (the attractiveness of the business environment, on-site circumstances, the role of clusters and their effect on the productivity and competitiveness of businesses)

IV.IV. Communication Management (COM)

Bachelor

Course Title	Advertising
German Course Title	Werbung

Degree Program	Corporate Communication (COM)/Bachelor
Credits	6 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Concept development (60%), Written final examination (40%)
Course Objectives	Upon completion of this module, students are able to: • Name and evaluate the specifics, significance, contribution as well as the design and implementation options of advertising as a communication tool within integrated communication • Provide an overview of the Austrian advertising market, and demonstrate understanding of the structure of various agencies, as well as their responsibilities and specialist expertise • Known the key features of the relationships between clients, agencies and media, as well as understand the related challenges and interdependencies • Simulate an agency pitch by taking on the role of an agency and competing to win an account • Know the basic concepts, objectives and tasks of media planning • Know the major traditional forms of advertising (e.g. print, radio and TV commercials) and their key features, characteristics and potential application • Provide an overview of the trends and latest developments in the use of advertising in digital media • Evaluate the suitability of advertising material in terms of its message, target groups and budget • Make a decision related to potentially successful selection of relevant advertising media • Know the tools of media planning • Know the key steps and processes involved in the development and production of a professional campaign focused on print, radio and TV • Design, draw up a budget for, and evaluate advertising activities
Content	• Historical and contemporary "who's who" of advertising • Customer and agency relations (agency structures and procedures, briefings and creative processes) • Media strategies • Objectives, tasks and processes of media planning (introduction to media and media terminology, qualitative and quantitative selection criteria, factors influencing the design of media plans) • Media studies in Austria (use of media according to target group) • Media purchasing and invoicing • Advertising market research including impact measurement • Methods of measuring advertising efficiency (pre- and post-testing, ad

tracking)
- Media resonance analysis
- Overview, development and future of advertising channels and materials
- Advertising prices, impact
- Basics of advertising production for TV and radio
- Development of advertising concepts, including impact measurement

Course Title	Civil Law
German Course Title	Zivilrecht

Degree Program	Corporate Communication (COM)/Bachelor
Credits	6 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Final examination
Course Objectives	Upon completion of this module, students are able to: • Understand what law is and what makes a legal activity • Differentiate between legal subjects and legal objects • Describe legal capacity and derive consequences from it • Describe and analyze the consequences of terms related to legal persons (origin, nature, types), business and legal capacity, entrepreneurs and consumers (commission, authorization, power of attorney, prerequisites for legally effective proxy, procuration, powers of action) • Evaluate the formation of a contract (how are contracts written? how do you interpret a contract?) • Describe the peculiarities of the concluding a contract • Analyze and assess when General Terms and Conditions apply • Name the general options of contesting contracts (nullity or contestability, legal and immoral behavior, formal rules, errors, threats, cunning, abolition of the business foundation, illicit and circumventive transactions) and evaluate and interpret consequences • Describe problems in the conclusion of a contract and derive the consequences: What to do in the event of problems in fulfilling the contract (impossible or unauthorized performance; default)? When can the purchaser (acquirer) raise warranty claims and what claims are they entitled to? • Damage compensation • Describe the various types of businesses and describe consequences e.g. in terms of taxation • Review the legal aspects of their legal consequences and develop solutions • Be a competent discussion partner for a legal representative (attorney)
Content	• Legal subjects, legal objects and legal capacity • Origin, nature, types, legal capacity and liability in torts • Legal persons • Companies / consumers • Differences between the Austrian Commercial Code (UGB) and the General Civil Code (ABGB), entrepreneur concept. • Concept and meaning of a contract, types of legal transactions, conclusion of contract by means of offer and acceptance, types of acceptance, interpretation of declarations of intent, • Use of general terms of business, validity requirements, contract deficiencies and binding intensities, obstacles to contract perfection and

	processing
	• Define arguments for damage compensation
	Types of businesses, principles of taxation, formalities of foundation, commercial register, liability, representation

Degree Program	Corporate Communication (COM)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Final examination
Course Objectives	Upon completion of this course, students are able to: • Differentiate between scientific and practical knowledge acquisition • Focus on topics relevant to a workable problem/question • Research relevant sources; evaluate, critically discuss and cite according to their quality • Structure and organize scientific work logically • Write in a structured, coherent manner with good style • Work in line with conventions of academic research • Differentiate between qualitative and quantitative research paradigms • Understand relevant research designs, including the foundations of the sampling, collection and evaluation of data
Content	• Fundamentals of academic theory including disciplinary classification of the program • Logic of the research cycle • Finding thematic focus, including the formulation of research questions • Research, evaluation and quoting of sources • Citation rules as per FHWien der WKW specifications, including the prevention of plagiarism • Structure and outline • Argumentation and style • Conventions of academic research • Paradigms of empirical social research • Research design and planning
Literature	Will be announced during the lecture

Course Title	Statistics
German Course Title	Statistik

Degree Program	Corporate Communication (COM)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Final examination
Course Objectives	Upon completion of this course, students are able to: • Understand and apply basic concepts of probability calculation • Distinguish the properties of descriptive and inferential statistics • Create descriptive statistics • Differentiate between parametric and non-parametric methods • Test difference and correlation hypotheses (correlations, regressions) by means of inferential-statistical methods

Course Title	Creative Design
German Course Title	Creative Design

Degree Program	Corporate Communication (COM)/Bachelor
Credits	6 ECTS
Semester in Curriculum	5th semester
Method of Assessment	Continuous assessment / integrative module
Course Objectives	Upon completion of this course, students are able to: • Prepare content for print and the Web • Incorporate content into existing designs • Provide graphic designers with a substantive briefing • Evaluate graphic design and web design quotes in terms of content • Assess the quality of portfolios
Content	• Introduction to the basics of design • Introduction to Adobe CC • Basics of web editing

Master

Course Title	Cross-Cultural Management
German Course Title	Cross-Cultural Management

Degree Program	Communication Management (COM)/Master
Credits	2 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Written final exam
Course Objectives	Upon completion of this course, students are able to: • Identify and label differences and commonalities between cultures • Identify the basics of inter-cultural and international management • Acquire current interdisciplinary academic knowledge from inter-cultural management in a goal-oriented manner • Be able to take into account the challenges in collaboration in international teams • Be able to take into account the challenges in collaboration in international teams
Content	• Culture concept and culture models • Competence in the area of cross-cultural management • Learning the challenges in collaborating with multinational teams in companies • Case studies and examining examples from professional practice

Course Title	Strategy (by the Affiliate Network of the Harvard Business School)
German Course Title	Strategy (by the Affiliate Network of the Harvard Business School)

Degree Program	Communication Management (COM)/Master
Credits	6 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Written final exam
Course Objectives	Upon completion of this module, students are able to: • Explain and identify traditional and modern management concepts, where these can be applied, as well as reflect on the implications of management behavior • Identify general relationships between the business environment and effects on the company • Identify and analyze determinants of competition • Define clusters and their implications for strategic management at the company level
Content	• This module focuses on the integrative discussion of the topics of strategy and microeconomics of competitiveness (MoC) from the perspective of professional practice. • To this end, the module offers a broad overview of strategic management, different schools of thought and specific tools, e.g. the five forces or the value-added chain analysis. In addition to traditional management theories, including the principal agent theory and the stakeholder vs. stakeholder value approach, the latest developments in this discipline are also presented, e.g. the blue ocean strategy and relationships between strategy and innovation • The MoC part discusses determinants of competition in particular, both from the business perspective but also – and especially – from a microeconomic perspective. This includes mainly the attractiveness of the business environment, locational circumstances, the role of clusters and their effect on the productivity and competitiveness of businesses • Definition of strategic communication • Tensions in communication between deliberation and control • Tensions in strategic communication between intention and emergence • Note: MoC is a course of the Affiliate Network of the Harvard Business School. The module description follows the specifications of the Harvard Business School.

IV.V. Marketing & Sales Management (MARS)

Bachelor

Course Title	Marketing & Sales Case Study
German Course Title	Marketing & Sales Case Study

Degree Program	Marketing and Sales (MARS) Bachelor
Credits	3 ECTS
Semester in Curriculum	5th semester
Method of Assessment	Written final exam + oral exam
Course Objectives	Upon completion of this course, students are able to: • Understand, discuss, discuss in groups, and discuss a marketing & sales-related topic in the English language by expanding and deepening their vocabulary
Content	Editing a marketing & sales relevant topic in English

Course Title	Business English for Marketing & Sales
German Course Title	Business English for Marketing & Sales

Degree Program	Marketing and Sales (MARS) Bachelor
Credits	3 ECTS
Semester in Curriculum	5th semester
Method of Assessment	Written final exam + oral exam
Course Objectives	Upon completion of this course, students are able to: • Provide professional media input (e.g., texts, videos, podcasts) in detail • Understand technical vocabulary of the relevant professional field (oral and written) • Follow work-related discussions in English • Communicate and affirm a point of view in a meeting
Content	• Language of meetings, discussions and presentations (speaking) • Revision of subject-related media content (e.g. articles, videos, podcasts) (reading and listening) • Subject-specific vocabulary (speaking, reading, writing and listening) • Writing in professional contexts (e.g., emails, reports, summaries) (writing)

Master

Course Title	Change Management
German Course Title	Change Management

Degree Program	Marketing and Sales (MARS)/Master
Credits	4 ECTS
Semester in Curriculum	3rd semester

Method of Assessment	Written final examination
Course Objectives	Upon completion of this course, students are able to: • Know basic reasons for changes • Conduct basic situation analyses • Present the major elements of implementation steps • Prepare a structurally appropriate communication process • Identify and involve the major key players in a change process • Tactfully handle challenges that arise
Content	• Types of change in organizations • Situation analyses and perspectives • Planning and implementation • Communicating the process • Leadership in change • Participation criteria • Dealing with challenges

Course Title	Intercultural Skills & Diversity Management
German Course Title	Intercultural Skills & Diversity Management

Degree Program	Marketing and Sales (MARS)/Master
Credits	2 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Written final examination
Course Objectives	Upon completion of this course, students are able to: • Evaluate and apply unique aspects of communication and negotiation behavior in an international context • Take into account the challenges of collaboration in international teams • Categorize diversity management strategies in Austrian and international companies
Content	• Challenges in collaborating with multinational teams • Basics of diversity management in Austrian and international contexts • Case studies and examining examples from professional practice

Course Title	Brand Management
German Course Title	Brand Management

Degree Program	Marketing and Sales (MARS)/Master
Credits	6 ECTS
Semester in Curriculum	1st semester
Method of Assessment	Continuous assessment / cumulative module Brand Development (25%) Digital Brand Management (75%)
Course Objectives	Upon completion of this course, students are able to: • Apply basic skills for the management of products (incl. ser-vices) • Draft marketing plans depending on the product, market or industry, and the financial situation • Position and manage products as brands • Explain the difference between digital brands and classic brands • Identify consumer motivations on the internet and capitalize on them in digital brand management • Manage brands on the internet and build successful online business models • Understand trademark-related aspects of digital branding and take into account their implications in digital brand manage-ment • Be proficient in marketing communications in the digital tran-sition and utilize it in an international context
Content	• Introduction to brand theory, the genetic code of the brand • Branding techniques, the "battery model", job description of a brand manager • Brand identity and positioning • The value creation chain (self-similarity — identity) • Manifestations of brands, the value of the brand • Basic brand strategies • Managing brand portfolios • Difference between digital brands and classic brands • Business models and digital branding strategy • Brand management on the internet and how it differs from traditional brand management • E-commerce and purchase processes on the internet • Digital brand storytelling • Legal implications of digital brands • Big data for brand management

Course Title	Competition, Strategy and Ethics
German Course Title	Competition, Strategy and Ethics

Degree Program	Marketing and Sales (MARS)/Master
Credits	6 ECTS
Semester in Curriculum	1st semester
Method of Assessment	Continuous assessment / cumulative module
Course Objectives	Upon completion of this course, students are able to: • Make general connections between ethics, the economy, society and politics, especially with regard to questions of re-sponsibility in one's own professional practice • Analyze ethical questions in management and consultation systematically and discuss them critically • Explain the foundational approaches of Corporate Govern-ance & Business Ethics • Discuss the concept of competitiveness from various per-spectives • Analyze factors for the attractiveness of a location • Explain clusters and their impact on the economic perfor-mance of a region • Derive consequences for the corporate strategy • Analyze the market and competitors • Apply strategic marketing concepts in a defined situation • Work with the provided marketing planning tools and • Harmonize long-term strategy and the short-term planning of measures
Content	• Introduction of various approaches to ethics • Explanation of traditional management theories (e.g. the prin-cipal-agent theory, shareholder value approach) from an ethi-cal perspective • Discussion of the applicability and significance of ethical management theories such as the stakeholder theory or the triple bottom line approach • Concept of competitiveness from a microeconomics perspec-tive • Attractiveness of the corporate environment • Attractiveness of locations and clusters • Effects on the productivity and competitiveness of companies • Market research and market segmentation • Research & development • Defining the marketing mix • Budget planning

German Course Title	Leadership Skills 2

Degree Program	Marketing and Sales (MARS)/Master
Credits	6 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment / cumulative module
Course Objectives	Upon completion of this course, students are able to: • Evaluate and apply unique aspects of communication and negotiation behavior in an international context • Take into account the challenges of collaboration in interna-tional teams • Categorize diversity management strategies in Austrian and international companies • Know basic reasons for changes • Conduct basic situation analyses • Present the major elements of implementation steps • Prepare a structurally appropriate communication process • Identify and involve the major key players in a change process • Tactfully handle challenges that arise
Content	• International management: Challenges in collaborating with multinational teams • Basics of diversity management in Austrian and international contexts • Case studies and examining examples from professional prac-tice • Types of change in organizations • Situation analyses and perspectives • Planning and implementation • Communicating the process • Leadership in change • Participation criteria • Dealing with challenges

IV.VI.   Financial Management (FIM)

Master

Course Title	Financial Decision Making
German Course Title	Financial Decision Making

Degree Program	Finance, Accounting & Taxation (FIM)/Master
Credits	5 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Integrated course
Course Objectives	Upon completion of this module, students are able to: • Differentiate management accounting in the broader context of business management and to use this in a targeted manner, • Identify the essential instruments and tools of management accounting and to apply them, particularly in the previously mentioned areas. • Understand management accounting in the entire system of business management, and to recognize its contribution to corporate success, • Sit for the international CMA examination
Content	• Financial Statement Analysis • Corporate Finance • Decision theory and analysis • Risk Management (Wrap-up) • Investment decisions • Business Ethics

Course Title	Microeconomics of Competitiveness
German Course Title	Microeconomics of Competitiveness

Degree Program	Finance, Accounting & Taxation (FIM)/Master
Credits	6 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Integrated course
Course Objectives	Competent, theoretical understanding of: • General competition and strategic concepts (e.g. five competitive forces), • Cluster Theory, • Strategic CSR • Sound knowledge of different strategic tools: • Five competitive forces, • Diamond, • Value chain, • Shared value, • Cluster Management.
Content	NB: This is a course by MOC Affiliate Networks of Harvard Business School. The module description follows the guidelines of Harvard Business School. Microeconomics of Competitiveness: Companies, cluster, economic development. The MOC course deals with the aspects of competitiveness and successful economic development from a microeconomic viewpoint. The productivity of companies, the vitality of clusters and the quality of the business environment are the determinants of regional or overall economic development.

IV.VII. Tourism & Hospitality Management (TM)

Bachelor

Course Title	Digital Marketing in Tourism
German Course Title	Digital Marketing in Tourism

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	6 ECTS
Semester in Curriculum	5th semester
Method of Assessment	Immanent examination character / Final examination; Integrative module
Course Objectives	After completing this module, the students are able: • to describe the change of the media world towards digital media. • to name and explain digital media and to identify and assess industry-relevant trends and developments in this area. • to identify and discuss changes in customer behaviour and to analyse their impact on tourism. • to list properties and application areas of content management systems as well as to describe application and application possibilities and to operate selected systems. • to identify the most important aspects in relation to Internet security and to adapt them to relevant areas. • to reproduce and check operational and optimisation characteristics of tourism websites, to classify eMarketing tools and to apply selected tools. • to examine and assess the potential uses of social media in tourism and to use selected tools in everyday tourism. • to describe and apply the procedures for the online use of photographic and video material for tourist purposes and to enumerate provisions regarding copyright. • to explain mobile internet use and the functionalities of smartphones & apps, to localize and evaluate tourist application areas. • to describe the use of online monitoring to monitor user behavior and your own brand and, derived from this, to identify measures for reputation management and website optimization. • to explain context-related knowledge management and to find out possibilities for sustainable (digital) archiving of company data.
Content	Digitisation in tourism - changes in business models, emergence of new business models, definition of terms: e-business, e-commerce, M-marketing, B2B, B2C, C2C, marketing strategies Change in consumer habits, travel planning, booking behaviour Content Management Systems (CMS): Overview, Working with a CMS Security: WLAN, Internet Behavior, Digital Privacy Tourist websites: Operation, optimization, eMarketing tools Social media: Changes in the Internet, Tourist Use Tourist online use of photos and videos, Copyright Mobile: Mobile Internet use, Smartphones & Apps, Tourism applications Monitoring: observation of user behaviour, digital monitoring of own brand, reputation management Knowledge management: Sustainable (digital) storage of knowledge in the company

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	4 ECTS
Semester in Curriculum	5th semester
Method of Assessment	Immanent examination character
Course Objectives	After completing this module, the students are able to: • to explain and discuss relevant tourism topics and trends. • to apply methods of trend research (media scanning). • to generate, summarise and analyse relevant information on current tourism trends. • to plan and develop the staging of a tourism theme/trend using relevant project management tools. • to organize a trend topic under consideration of project management tools and to execute it in a corresponding staging.
Content	Get to know current tourist trends and topics, Getting to know concepts of trend research and analysis; Self-determined, technically in-depth examination of a selected topic or trend Peer feedback to optimise the in-depth analysis of the chosen topic or trend Presentation of the selected trend theme in the context of a presentation event

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	2 ECTS
Semester in Curriculum	5th semester
Method of Assessment	Final examination 100 % written test
Course Objectives	After completing this module, the students are able to: • to describe and explain the theoretical and practical foundations of tourism policy. • to define the political and constitutional classification of the cross-sectional subject of tourism, to name the most important actors and tasks and to assess their economic significance. • to order and differentiate the tourism policy responsibilities and competences of the federal government and the provinces in Austria as well as to list industry-relevant interest groups and to distinguish their structures and tasks. • to describe the international tourism policy organisations and structures. • to analyse current developments on the tourism labour market and to localise and evaluate relevant tourism policy issues.
Content	Theoretical and practical foundations of tourism policy Tourism as a cross-cutting issue (development of tourism-relevant states, distribution of competences) Tourism policy (definition, actors, tasks, economic significance) Excursus Austria: Tourism policy of the federal government (Austria advertising, federal subsidies) and the federal states (tourism laws, organization, financing), interest groups International tourism policy (EU, UNWTO, OECD) Tourist labour market Current tourism policy issues

Course Title	International Travel Law
German Course Title	International Travel Law

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	2 ECTS
Semester in Curriculum	5th semester
Method of Assessment	40% Immanent examination character / 60% final examination;
Course Objectives	tba
Content	Terms, source of law, delimitation of travel law Tour Operator Contract, Required to Inform, Compensation, Warranty transport contract Individual travel law, accommodation contract, travel insurance, Package Travel Directive, ECJ Judicature, Developments Security and travel

Course Title	Discussion Leading 2
German Course Title	Discussion Leading 2

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	1 ECTS
Semester in Curriculum	5th semester
Method of Assessment	100% Immanent Examination Character
Course Objectives	tba
Content	Rhetoric Techniques / Deepening the Contents of Discussion Leading 1

Course Title	Business and Legal English
German Course Title	Business and Legal English

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	3 ECTS
Semester in Curriculum	5th semester
Method of Assessment	30% Immanent examination character / 70% final examination;
Course Objectives	tba
Content	Current economic and tourism topics / Technical terms and vocabulary for contracts and law / Reflection on the semester abroad and intercultural experiences

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	6 ECTS
Semester in Curriculum	5th semester
Method of Assessment	40% Immanent examination character / 60% final examination;
Course Objectives	After completing this module, the students are able to: • Describe the functions of operational and strategic controlling in different tourism companies. • Process and analyze different Controlling case studies and prepare data accordingly using spreadsheets. • to identify the information requirements for operational decision situations and to be able to describe and differentiate modern management information systems. • to analyse deviations in the operational procedures of tourism enterprises and to propose promising measures. • to assess and assess the consequences of standard decisions in tourism enterprises. • set up a controlling system and proceed according to the control loop of operational controlling. • to recognize the importance of liquidity, to be able to describe and calculate the difference to success and to propose measures for liquidity planning. • to plan, analyse and propose decisions using standard controlling tools based on practical examples of tourism businesses. • to establish correlations between the subplans of the operational budgeting and to create an integrated corporate budget. • to describe and analyze strategic controlling under consideration of the Balanced Scorecard.
Content	Tasks and function of controlling, normative, strategic and operational controlling, control loop, budgeting and forecasting, Area controlling (investment controlling, procurement controlling, production controlling, logistics controlling, marketing controlling, F&B controlling, personnel controlling, project controlling, etc.) Performance budget, financial budget, budgeted balance sheet, deviation analyses, sensitivity analyses, design of controlling reports, decision-oriented problem solutions (optimization problems, scenario technique), coordination of strategic and operational planning (e.g. balanced scorecard), deviation analyses Processing of large amounts of data (selection and aggregation), handling of management information systems, Excel functions. Implementation of operational controlling on the basis of an industry-specific case study.

Master

Course Title	Intercultural Competences and Communication
German Course Title	Intercultural Competences and Communication

Degree Program	Leadership in Hospitality & Tourism (TM)/Master
Credits	2 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	100% written final examination
Course Objectives	Upon completion of this sub-module, students are able to: • understand intercultural thinking and behavior and take it into consideration in their actions. • identify and name own stereotypes and check their validity in the current life situation. • know and use methods of intercultural skills development • conceive different cultures in companies as valuable resources and use the resulting synergies.
Content	Intercultural thinking and behavior, Culture-based divergent approach/handling of sensitive issues, Cultural diversity in the career field (use of resources, ambiguity tolerance, handling diversity and different courses of action), Dealing with cultures and sub-cultures within a company, Intercultural competence development: new methods and approaches

Course Title	Leadership 2
German Course Title	Leadership 2

Degree Program	Leadership in Hospitality & Tourism (TM)/Master
Credits	4 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	60% written examination, 40% tutorials
Course Objectives	Upon completion of this course, students are able to: • implement interventions in social systems. • further develop their personal and social skills, especially in terms of motivation and leadership discussions. • take account of power politics, generational and gender-specific aspects of leadership behavior. • use and critically consider leadership based on practical cases. • use a systematic approach to staff leadership. • use the acquired experience horizon of networked thinking as a basis for their decision, solution and reflection skills.
Content	Leadership concepts and theories, delineation between leadership and management, Staff management with focus on systematic approach: The development of neuro-biological motivation theories, relationship management, leadership of groups and teams, leadership theories, leadership discussions (discussion techniques, conflict, feedback, criticism), trust in the leadership process, career planning, team development as an organizational aid, application of tourism case studies

Course Title	Critical Issues in Tourism
German Course Title	Critical Issues in Tourism

Degree Program	Leadership in Hospitality & Tourism (TM)/Master
Credits	9 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment (45% learning outcome checks, 55% written final examination)
Course Objectives	Upon completion of this sub-module, students are able to: • describe and discuss sociological and psychological theories and socio-political phenomena in order to explain travel • describe structures and characteristics of specific, critical forms of tourism, to identify challenges, and explain and discuss action approaches and concepts
Content	Tourism sociology (theories to explain travel, risks and crises and their effects on tourism) Tourism psychology (travel motivation, travel outcomes and habits, intercultural contacts, critical forms of tourism) Tourism in developing countries (definitions, importance, characteristics of tourism infrastructure, developmental and political instruments, alternative concepts and strategies) Tourism and mobility (tourism mobility, transport selection, mobility psychology, shared space, intermodality, traffic calming in the tourism context, mobility requirements of tourist groups, advertising and marketing for tourism mobility) Trend Research in Tourism Interactions between architecture and tourism; effect of design and composition Accessibility in tourism, legal fundamentals, implementation in practice Purpose approaches in tourism: the use and effect of light, color, scent and music in guest contact and within the context of tourism

Course Title	Business Ethics
German Course Title	Business Ethics

Degree Program	Leadership in Hospitality & Tourism (TM)/Master
Credits	2 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	100% written final examination
Course Objectives	Upon completion of this sub-module, students are able to: • make general connections between ethics, economy, society and politics, especially with regard to questions of responsibility in their own profession • systematically analyze and critically discuss questions of ethics in management and consulting • explain the fundamental approaches of Corporate Governance & Business Ethics • apply appropriate approaches to corporate governance and carry out hands-on implementation • explain and recognize the relevant statutory guidelines that are used vis-à-vis the key stakeholders (customers, employees, suppliers).
Content	This module focuses on the ethical aspects of corporate activity from the perspective of professional practice. Various approaches to ethics are presented. Traditional management theories such as the Principal-Agent theory and the Shareholder Value approach are explained from an ethical perspective. The applicability and importance of ethical management theories, such as the Stakeholder theory or the Triple Bottom Line approach, are also discussed. In particular, attention is paid to the Sustainable Development Goals (SDGs) and their implementation in economic practice. Next, an overview of the key corporate governance and compliance guidelines is given. Specific areas such as diversity and ethical leadership are also addressed.

Course Title	The Tourism System
German Course Title	The Tourism System

Degree Program	Leadership in Hospitality & Tourism (TM)/Master
Credits	1 ECTS
Semester in Curriculum	1st semester
Method of Assessment	This course is DISTANCE LEARNING only 80% written entry and/or final examination 20% continuous assessment (learning tasks)
Course Objectives	Upon completion of this sub-module, students are able to: • describe tourism in Austria and name the most important (inter)national players and developments in tourism • identify system relationships and explain the mechanisms of (inter)national tourism.
Content	The tourism system and system relationships Findings from travel behavior Fundamentals and organization of tourism Tourism service providers Processes and interactions of the key system participants, especially at destination level

Course Title	Strategic Management and Microeconomics of Competitiveness
German Course Title	Strategic Management and Microeconomics of Competitiveness

Degree Program	Master's Degree in Leadership in Tourism (TM)/Master
Credits	1 ECTS
Semester in Curriculum	1st semester
Method of Assessment	100% continuous assessment (integrated case example) / integrative module 60% Microeconomics of Competitiveness; 40% Strategic Management
Course Objectives	Upon completion of this sub-module, students are able to: • explain and recognize traditional and modern management concepts, where these can be applied, as well as to reflect on the implications of their management behavior, • recognize general relationships between business environments as well as their effects on a business, • recognize and analyze determinants of competition, • define clusters and their implications for strategic management at company level.
Content	This module focuses on the integrative discussion of the topics of Strategy and Microeconomics of Competitiveness (MoC) from the perspective of professional practice. To this end, the module offers a broad overview of strategic management and its specific tools, such as the Five Forces model or the value chain analysis. Apart from traditional management theories such as the Principal-Agent theory and the Stakeholder vs. Shareholder Value approach, the latest trends in this discipline are also presented, e.g. the Blue Ocean strategy and relationships between strategy and innovation. The MoC part primarily discusses determinants of the competition, both from the business perspective but also especially from a microeconomic perspective. This includes, above all, the attractiveness of the business environment, locational circumstances, the role of clusters and their effect on the productivity and competitiveness of businesses. MoC will mainly be taught using case study methods. Note: MoC is a course of the Affiliate Network of the Harvard Business School. The module description follows the stipulations of the Harvard Business School.

IV.VIII. Journalism & Media Management (JOUR)

Bachelor

Course Title	Global Events & Developments: Theory & Practice
German Course Title	Global Events & Developments: Theory & Practice
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
Method of Assessment	Exercises, Written Project work and/or Written Final exam
Course Objectives	After completing this module, the students are able to, • name the theoretical and practical foundations of international politics; • discuss and discuss the relationship of the great powers; • discuss and discuss American and European politics in the Middle East and other international trouble spots; • understand and describe the fundamentals of international economic policy; • explain international trade policy, multinational corporations and development models; • reflect the world monetary system and financial crises (e.g. the euro crisis); • translate, present and discuss journalistic exercises on current topics from the areas outlined above.
Content	• Theoretical and practical foundations of international politics • The relationship of the major powers • American and European politics in the Middle East and other international trouble spots • Fundamentals of international economic policy • International Trade Policy, Multinationals and Development Models • The world monetary system and financial crises • Journalistic exercises on current topics from the areas outlined above

Course Title	Issues and Trends in Anglo-American Journalism 2
German Course Title	Issues and Trends in Anglo-American Journalism 2

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
Method of Assessment	Project work and/or oral examination
Course Objectives	Upon completion of this course, students are able to: • recognize, name and discuss current themes and challenges in Anglo-American journalism, with a focus on online media • describe the development of Anglo-American journalism and discuss its significance in the development of the media in Europe • critically analyze, discuss and evaluate works of Anglo-American journalism • identify similarities and differences between the American and • European media systems, and present results using clear, systematic argumentation
Content	• Introduction to Anglo-American journalism • Specific social, economic and socio-political features • Developments and trends and their influence in Europe

Course Title	Special Topic: Media Economics
German Course Title	Special Topic: Media Economics

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	5th semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	Upon completion of this module, students are able to: • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner
Content	The course focuses on developments in the media sector, exploring current topics and trends concerning economic aspects. This includes specific economic issues. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).

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

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	5th semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	Upon completion of this module, students are able to: • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner
Content	The course focuses on developments in the media sector, exploring current topics and trends concerning political aspects. This includes specific societal and socio-political issues. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).

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

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

Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	2 ECTS
Semester in Curriculum	5th semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	Upon completion of this module, students are able to: • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner
Content	The course focuses on developments in the media sector, exploring current topics and trends concerning structural aspects. This includes technical aspects and their impact. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).

Master

Course Title	Entrepreneurial Journalism
German Course Title	Entrepreneurial 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)/Master
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment & project
Course Objectives	Upon completion of this course, students are able to: • achieve business as well as journalistic success in the industry • write and present a business plan • plan the content and business viability of cross-media and multimedia products • appreciate the significance of market and target group analysis, and carry out basic analyses • critically reflect upon comparable media projects which they have worked on in terms of best practice, or analyze and evaluate case studies
Content	An examination of entrepreneurial journalism. In this subcategory of journalism developments such as the commercial rationalization of editorial offices and new technologies (particularly the growing significance of social media) require journalists to think strategically about their own careers in order to stand out and achieve commercial and journalistic success. Establishing themselves as their own brand requires specific knowledge, and the creation of personal business plans is becoming an increasingly important means of acquiring it. • Commercial environment professional self-awareness (covering freelance journalist through to an self-employed entrepreneur

Course Title	Investigative Research
German Course Title	Investigative Research

Open to students of all disciplines. A basic knowledge of communication studies and a strong interest in the media are desirable. This course will be held 100% online.

Degree Program	Journalism & Media Management (JOUR)/Master
Credits	1 ECTS
Semester in Curriculum	1st semester
Method of Assessment	Continuous assessment & project work
Course Objectives	Upon completion of this course, students are able to: • Implement various methods for topic identification • Name and apply the seven Ws • Use automatic research tools (such as RSS), perform online searches and ensure data security (third-party and personal data backup) as well as use the social web critically as a source • Successfully conduct image research, agency research, archive research, as well as research with the authorities and institutions • Use various questioning techniques (for print, video, and audio), including for follow-up research • Name and/or experiment with the types of interviews (research interview, expert interview) and their differences • Successfully apply topic management • Grasp the similarities and differences of storytelling in various media and apply them in examples
Content	Practical training for print and AV media taking into account cross-medial working methods Methods for topic identification The seven Ws Sources and source criticism (incl. e.g. the significance of new media) From questioning techniques (for print/TV/radio) to follow-up research Image research, agency research, archive research, research with the authorities and institutions Familiarization and experimentation with various types of research and tools, incl. automatic research tools (RSS), Google Cluster Search System, Robots (Pipes yahoo), Story Based Research, SCAN (Scientific Content) The significance of online research and data security (third-party and personal data backup as well as the social web as a source)

Course Title	Special Topic: Media Economics
German Course Title	Special Topic: Media Economics

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)/Master
Credits	2 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	Upon completion of this module, students are able to: • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner
Content	The course focuses on developments in the media sector, exploring current topics and trends concerning economic aspects. This includes specific economic issues. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).

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

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)/Master
Credits	2 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	Upon completion of this module, students are able to: • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner
Content	The course focuses on developments in the media sector, exploring current topics and trends concerning political aspects. This includes specific societal and socio-political issues. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).

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

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

Degree Program	Journalism & Media Management (JOUR)/Master
Credits	2 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment; final exam
Course Objectives	Upon completion of this module, students are able to: • recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media) • describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s) • critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner
Content	The course focuses on developments in the media sector, exploring current topics and trends concerning structural aspects. This includes technical aspects and their impact. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).

IV.IX. Real Estate Management (REM)

Bachelor

Course Title	English for Real Estate Professionals 1
German Course Title	Englisch für ImmobilienexpertInnen 1

Degree Program	Real Estate (REM)/Bachelor
Credits	5 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Continuous assessment
Course Objectives	Upon completion of this module, students are able to: • understand and describe detailed property issues couched in complicated language • create a CV in English • cope with property management tasks both orally and in writing • discuss real estate industry organizations • understand a wide range of property-related business correspondence and use it in practice
Content	• Work environment (CV, job description, etc.) • Meetings with owners • Real estate industry organizations and associations (CEPI, RICS, etc.)

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

Bachelor

Course Title	Radio & Audio/Welcome on Air
German Course Title	Radio & Audio/Welcome on Air
Previous knowledge of Journalism, Communications or Marketing and Sales required.	
Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	3 ECTS
Semester in Curriculum	3rd semester
Method of Assessment	Exercises or project work and/or final exam
Course Objectives	After completing this course, students will be able to • give an overview of the Austrian radio landscape; • address radio-journalistic basic values in dual broadcasting; • develop news for the radio; • produce radio-journalistic short news reports for news programs along defined formal and quality criteria; • name approaches for the production of newscasts; • analyze, reflect and discuss basic relationships for the production of radio news or specific news programs / journals; • name key action areas of editorial management; • understand the qualitative requirements of a word room editor; • evaluate and implement interviews; • design diverse radio-journalistic genres; • present moderations in front of the microphone; • acquire practical skills in the self-propelled studio; • outline editorial approaches for establishing a format radio hour.
Content	This practical orientated lecture will take place in the radio studio and focuses on the production of a "drive time" broadcast, which will reach the urban Viennese area via the educational radio station Radio NJOY 91.3. The students will develop their own broadcast together with the lecturer by observing radio-journalistic quality standards, finding creative approaches and sending the programme live On Air. Therefore, the subject specific elements, the editorial organisation within the team, the research and interviewing for the radio-journalistic reports and of course presenting skills are the main topics of this radio lecture. Together with the native Speaker Chris Cummins from the most popular bilingual radio station FM4 (from the Austrian broadcasting association ORF) the students will bring their broadcast to perfection.

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

Previous knowledge of Journalism, Communications or Marketing and Sales required.

Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	3 ECTS
Semester in Curriculum	1st semester
Method of Assessment	Continuous assessment / project work
Course Objectives	After completing this sub-module, students will be able: • Identify the specifics of the audiovisual design and to give a rough outline of how to implement them; • Comply with the research requirements (pictorial material & possible settings) in their approach; • Use the camera and editing program Premiere for the production of posts (technical basics) • Describe and exemplify the principles of dramaturgy and storytelling; • Understand core aspects of editing and camera technology and implement them basally; • Process connections cinematically;
Content	• Specifics of audiovisual design • Linguistic features of audiovisual media • Dramaturgy & storytelling of TV / Video reports • Search requirements (image material & possible settings) • Cinematic processing of complex relationships • Cutting and camera technology • Make short posts

Course Title	Writing
German Course Title	Writing

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
Method of Assessment	Weekly news stories 40% Materials tests 40% In-class writing, quizzes 20%
Course Objectives	Upon completion of this module, students are able to: • learning to write things that people will want to read • introducing students to the basic concepts of news gathering and news writing • learning and emphasis on style rules and application • understanding reporting methods • learning the basic forms of news writing, particularly the inverted pyramid news story and who what when where
Content	This course introduces students to writing in a professional environment and to the forms of writing for the English-language mass media. These forms include news and feature stories for print, online and broadcast. Work to be done outside of class (preparation, etc.) Students are asked to read an English-language newspaper and have some working knowledge of everyday news events.

	Method(s): How can we improve our communication skills in English by following simple rules and common sense advice? We explore these questions week by week in a lecture-tutorial format, using discussion, videos, newspapers and other visual stimuli.

Course Title	Politics and Media
German Course Title	Politik und Medien
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
Method of Assessment	Continuous assessment; tutorials, written thesis and / or exam;
Course Objectives	Upon completion of this module, students are able to: • Describe and discuss various journalistic approaches to the subject area politics • Describe and discuss society using current examples (from survey results to coverage); • Discuss interactions between politics, society and the media.
Content	• Main features of the Constitution regarding the structure and functions of major bodies at federal and provincial level. • Legislation, suffrage, influence of lobbying and opinion polling, media and socio-political communication. • Discussion of current media coverage in the fields of politics and society. • Variety of possible journalistic approaches to a topic based on practical and current examples: from survey results to coverage.