

COURSE GUIDE

Courses offered in English at
FHWien der WKW University of Applied Sciences for
Management & Communication

SUMMER SEMESTER 2017

(FEBRUARY – JUNE/MID-JULY)

<http://www.fh-wien.ac.at>



Overview of courses offered in English

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(February – June/ mid-July)

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Information on the Course Guide

Dear Incoming students,

FHWien of WKW, University of Applied Sciences for Management & Communication has in total seven departments which offer altogether 9 Study Programs. Programs are mainly taught in German, however each of the departments also offers courses taught in English which you will find in this guide. Additionally, to the courses offered by different departments of FHWien of WKW, the Center for International Education and Mobility (CIEM) –offers courses in the field of International Management which are also taught in English.

In this course guide you can see our course offer for the spring semester 2017 with more detailed information on the course content.

The offered courses are sorted by theme. Within a theme, you will find the bachelor courses grouped together and the master courses grouped together.

To make it easier for you, the courses are highlighted in 3 different colors:

- Courses highlighted in dark blue are offered by CIEM – Center for International Education and Mobility.
- Courses highlighted in light blue are courses offered by different departments of FHWien of WKW at Bachelor level.
- Courses highlighted in violet are courses offered by different departments of FHWien of WKW at Master level.

Please note, that you can chose and combine courses from different areas and Study Programs!

Important: courses from the Journalism and Content Production programs may only be taken when you are majoring in one of these programs or alike at your home university.

Please be aware, that some courses are offered in a modularized structure which consist of at least two or more courses and may only be taken in combination. If that is the case you will find the information in the course description.

Some exams may take place in the beginning of July; we will inform you in the beginning of your semester at FHWien of WKW which courses are affected by that.

This course guide is only valid in the mentioned period. Course offer may vary in future semesters.

Austrian Culture & more

COMPULSORY COURSE!!!

Course Title	Austrian Culture & more
Lehrveranstaltungstitel	Austrian Culture & more

COMPULSORY COURSE!!!

Degree Program	Center for International Education and Mobility/International Management
Credits	1.0 ECTS
Hours	18 semester weeks/UPW 1.0
Content	<p>This course prepares you for your semester in Austria. We would like to make you familiar with the Austrian culture and the challenges you may face during your semester abroad. The course will focus on interactive contents where you will have the chance to get to know Austrian specific characteristics, the similarities and differences between various cultures and meet other exchange students as well. Furthermore, you will get an understanding of stereotypes and reflect prejudices and the definition of “culture” and “cultural identity”.</p> <p>The second part of the course will be a cross cultural, interactive activity focusing on your home country and university. Participation is compulsory!</p>

German Language and Austrian Culture

Please understand that we can only offer those levels that are required by most of the students.

Course Title	A1 German Language and Austrian Culture
Lehrveranstaltungstitel	A1 German Language and Austrian Culture

Degree Program	Center for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 3.0
Semester in Curriculum	Elective
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course objectives	Students are able to communicate in a simple manner as long as their conversational partners speak clearly and slowly, and are willing to help. The teaching aims correspond to the A1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture and the Austrian way of living.
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • Introducing yourself and asking for someone's name • Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.) • Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs • Adequately responding to simple questions, orders, comments, announcements on the mail box, public announcements and short conversations • Extracting relevant information from public signs, classified advertisements and written short messages • How to give directions • Writing of short personal messages, postcards and short texts • 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; Wh-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
Literature	Will be announced during the lecture

Course Title	A2 German Language and Austrian Culture
Lehrveranstaltungstitel	A2 German Language and Austrian Culture

Degree Program	Center for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 3.0
Semester in Curriculum	Elective
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course objectives	<p>The teaching aims correspond to the A2 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living.</p> <p>Students learn to understand commonly used expressions which are related to information about themselves and their environment (e.g. family, shopping, 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 module focuses on communicative situations of professional life.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • Introducing yourself in a professional context and describing your occupation and tasks • How to ask for information or a person on the phone and how to leave a message • Describing your professional life and talking about office work • How to make appointments for meetings via email or phone in a private and professional context • Exchanging information about work and stressful situations • How to order furniture for the office • How to book a hotel room and express specific needs related to the booking • How to book a table in a restaurant for a business meal • How to invite someone to a business meal and how to react appropriately to someone's invitation • Learning about Do's and Don'ts in business situations and about conversational topics at a business meal; how to small talk • How to thank someone for a favor and how to congratulate someone via e-mail • Talking about public transport and traffic • Talking about preparations for a business trip • 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
Literature	Will be announced during the lecture

Course Title	B1 German Language and Austrian Culture
Lehrveranstaltungstitel	B1 German Language and Austrian Culture

Degree Program	Center for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 3.0
Semester in Curriculum	Elective
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course objectives	<p>The teaching aims correspond to the B1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living.</p> <p>Students learn to understand commonly used expressions which are related to information about themselves and their environment (e.g. family, shopping, and work). They are able to communicate in daily life situations which involve the exchange of basic information and topics they are familiar with. Furthermore, they also acquire the ability to describe their home country, education, their environment and situations related to basic needs. This module focuses on communicative situations of professional life.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • General and detailed understanding of authentic listening exercises and texts • Speaking and writing about familiar topics, personal interests as well as experiences and current affairs • Expressing possibilities, wishes, dreams, opinions, agreements and disagreements in a conversation • Talking about time, waste of time and punctuality • Describing images and graphs • Speaking about occupations and professional skills and abilities • Describing your own occupation in the context of a presentation and naming its advantages and disadvantages • How to make/cancel professional appointments • Talking about the job market and small talking in business meetings • Writing about your occupation in an e-mail • Explaining your own reading habits and your choice of literature • Speaking and writing about various media habits (TV, internet, etc.) • Talking about advertisements and products • Comparing information; asking for details; explaining • Clearly expressing your opinion of other people • Acquiring general knowledge of the international working world; understanding professional profiles • Grammar: Reflexive verbs, prepositional verbs; subordinate clauses and related pronouns, final clauses; subjunctive II, relative clauses with “so...dass” and “statt...zu”; adjective declension, temporal relative clauses
Literature	Will be announced during the lecture

Course Title	B2 German Language and Austrian Culture
Lehrveranstaltungstitel	B2 German Language and Austrian Culture

Degree Program	Center for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 3.0
Semester in Curriculum	Elective
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course objectives	<p>The teaching aims correspond to the 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.</p> <p>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.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • 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
Literature	Will be announced during the lecture

Business English

Bachelor

Course Title	Business English 1
Lehrveranstaltungstitel	Business English 1

Degree Program	Communications Management (KOMM)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	2nd Semester
Method of Instruction	Case study, presentation, discussions, literature review, grammar exercises, audio-visual comprehension activities
Method of Assessment	Written final examination
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • use basic English concepts, expressions and phrases related to various communications topics • comment and express information on basic topics such as company legal forms, organizational structures, management tasks, PR, marketing and advertising orally and in writing using appropriate specialist vocabulary • put across arguments to back up their opinions on these subjects • improve their communication skills by means of interactive tasks, dialogues and role plays • play an active part in discussions, hold telephone and video calls, and make small talk • use basic grammatical structures effectively • analyze and draft key documents used in day-to-day business
Content	<ul style="list-style-type: none"> • Oral communication: small talk in business settings, meetings, language of discussion, language of persuasion, formulating a briefing, presentations • Written communication: descriptions, summaries, press releases, rough drafts and concepts • Vocabulary: introduction to business (company departments, structures, legal types of business organization), marketing, public relations, advertising, brands and project work • Grammar (all tenses, passive, gerund, prepositions, conditional form and modal verbs)
Literature	Will be announced during the lecture

Course Title	Business English 2
Lehrveranstaltungstitel	Business English 2

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.5
Semesters in Curriculum	2nd Semester
Method of Instruction	Seminar
Method of Assessment	Continuous assessment
Course objectives	Students who have completed this course can communicate accurately in English, both orally and in writing with guests, customers and business contacts. They are aware of the cultural characteristics of the English-speaking world and can adapt to guests, customers, and business contacts of their own and other cultures. They can present business issues in a professional manner, lead and participate in meetings and present their arguments convincingly; they also understand the importance of professional manner, politeness and respecting others.
Content	<ul style="list-style-type: none"> • written and oral exercises on grammar idioms and vocabulary • vocabulary for the areas of the hotel industry, culture and tourism in combination with the relevant areas, integrated in to the lectures during the semester • conversations with customers in the hotel industry • customer behavior • complaints from guests • career relevant texts and correspondence • intercultural communication • presentations - presenting oneself • media reports of a general and industry-related nature • guest lecture in English
Literature	Will be announced during the lecture

Course Title	Business English 4
Lehrveranstaltungstitel	Business English 4

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.5
Semesters in Curriculum	4th Semester
Method of Instruction	Integrated course, problem-based learning, projects
Method of Assessment	Continuous assessment
Course objectives	<p>On successful completion of this module, students are able to:</p> <ul style="list-style-type: none"> • communicate appropriately in different business, cultural and social settings • produce suitable job application documents • evaluate specific information, ideas and opinions in tourism-related journal articles • produce a professionally written business proposal • demonstrate advanced written business correspondence skills
Content	Recruitment, job descriptions, human resource management, business proposals, intercultural competence, tourism journal articles
Literature	Will be announced during the lecture

Course Title	Business English 5
Lehrveranstaltungstitel	Business English 5

Degree Program	Hospitality & Tourism Management (TM)/Bachelor
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semesters in Curriculum	6th Semester
Method of Instruction	Continuous assessment
Method of Assessment	<ul style="list-style-type: none"> • Continuous assessment • written and oral exercises on grammar, idioms and vocabulary • business terminology for the fields: conflict management, advertising media, sales, PR
Course objectives	<p>On successful completion of this module, students can</p> <ul style="list-style-type: none"> • facilitate and participate in discussions on current business issues • employ a wide range of business terminology in various settings • write an academic abstract • understand specific information contained in business contracts
Content	Current international tourism topics, discussion management, business contracts, workplace rules and procedures, English for academic purposes, writing of abstracts, promotional texts/newsletters
Literature	Will be announced during the lecture

Course Title	Business English & Moderation
Lehrveranstaltungstitel	Business English & Moderation

Degree Program	Human Resources Management (PWOE) / Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/ UPW 1.0
Semester in Curriculum	2nd Semester
Method of Instruction	Lectures, exercises und case-based learning, e-learning, presentations, independent study in the form of individual study and group work
Method of Assessment	Continuous assessment written assignments, final written examination
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • demonstrate a good command of the key aspects of written and spoken business communication in English • understand and discuss written and spoken business communications and texts in English • translate and define key business administration terminology (e.g. balance sheet, finance, economic and general business terminology) • Chair meetings in English
Content	<ul style="list-style-type: none"> • Business English with focus on balance sheets, finance terminology, key terminology of micro and macroeconomics, marketing, sales, PR • The language of meetings, discussions and moderation • Language focus: reported speech, phrasal verbs, conditionals, describing trends/graphs, idioms
Literature	Will be announced during the lecture

Course Title	Business English with focus on internationalization
Lehrveranstaltungstitel	Business English with focus on internationalization

Degree Programme	Human Resources Management (PWOE) / Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/ UPW 2.0
Semester in Curriculum	4th Semester
Method of Instruction	Inter alia lectures, exercises, case-based study in the form of individual study and group work, e-learning and independent study
Method of Assessment	Continuous assessment
Course objectives	Upon completion of this sub module students will be able to use advanced spoken business English with a focus on internationalization.
Content	<ul style="list-style-type: none"> • Business English for use in an international context • International trade trends and financial trends with a specific focus on the UK
Literature	Will be announced during the lecture

Course Title	English for Real Estate Professionals 2
Lehrveranstaltungstitel	English for Real Estate Professionals 2

Degree Program	Real Estate Management (IMMO)/Bachelor
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	4th Semester
Method of Instruction	Integrated course, role plays, case studies, discussions, group work, Individual assignments
Method of Assessment	Continuous assessment Integrated module
Course objectives	Upon completion of this module, students are able to: <ul style="list-style-type: none"> • use advanced spoken business English in day-to-day real estate business • recognize and respect linguistic and cultural differences • discuss business ethics (RICS, CEPI) and professional standards
Content	<ul style="list-style-type: none"> • Discussions and negotiations (selling, meetings, etc.) • Business practices • Ethics in the real estate industry
Literature	Will be announced during the lecture

Course Title	Introduction to English for Real Estate 2
Lehrveranstaltungstitel	Introduction to English for Real Estate 2

Degree Program	Real Estate Management (IMMO)/Bachelor
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	2nd Semester
Method of Instruction	Integrated course, role plays, group work, presentations, individual assignments, discussions
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • prepare, present and answer questions on a detailed advertisement for a property • demonstrate the practical skills required for real estate sales, rentals and management
Content	<ul style="list-style-type: none"> • Real estate finance mathematics (e.g. valuation methods, bank loans) • Real estate purchase, rental and sales • Real estate management
Literature	Will be announced during the lecture

Course Title	Issues & Trends in Anglo-American Journalism 1
Lehrveranstaltungstitel	Issues & Trends in Anglo-American Journalism 1

Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 1.5
Semester in Curriculum	2nd Semester
Method of Instruction	Workshop, lecture with project work and discussions
Method of Assessment	Project work and/or oral examination
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Introduction to Anglo-American journalism • Specific social, economic and socio-political features • Developments and trends and their influence in Europe
Literature	Will be announced during the lecture

Course Title	Presenting and Negotiating
Lehrveranstaltungstitel	Presenting and Negotiating

Degree Program	Entrepreneurship (UF)/Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	6th Semester
Method of Instruction	Integrated course, role plays, group work, presentations, individual assignments, discussions
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of Presenting and Negotiating in English, students have advanced presentation and negotiation skills needed for doing business in English in today's global world.</p> <ul style="list-style-type: none"> • The students are able to work at ease with advanced phraseology for presenting in English. • The students are able to work at ease with advanced phraseology for negotiating.
Content	Phraseology for presenting in English, persuasive vocabulary for sales presentations and selling an idea, phraseology for negotiating in English
Literature	Will be announced during the lecture

Communication, Journalism and Media Management

Course Title	Communication Case Study
Lehrveranstaltungstitel	Communication Case Study

Degree Program	Communications Management (KOMM)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 1.0
Semester in Curriculum	2nd Semester
Method of Instruction	Case study, presentation, discussions, literature review, grammar exercises, audio-visual comprehension activities
Method of Assessment	Final examination – written and oral
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • understand a practical, communications-related task in the form of a specialist case study or a briefing on a research topic in English • plan a project on the basis of a set of guidelines and define a process aimed at achieving a solution to the problem in question • work on, analyze and discuss the Communication Case Study in groups • record their solution in writing, working both individually and in groups, and present their decisions and supporting arguments orally in order to secure the backing of their group or class
Content	English-language case study related to communications studies and day-to-day business practice.
Literature	Will be announced during the lecture

Course Title	Global Events & Development in Theory
Lehrveranstaltungstitel	Global Events & Development in Theory

Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.5
Semester in Curriculum	4th Semester
Method of Instruction	Lecture (possibly field trips), practice elements, project work, and discussions
Method of Assessment	Exercises und written test
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • describe the theoretical and practical principles of international politics • outline the various aspects of and discuss the relationships between major powers • describe and discuss American and European policy in the Middle East and other international trouble spots • understand and describe the principles of international economic policy • describe international trade policy, multinational companies and development models • reflect on the global currency system and financial crises (e.g. the Eurozone debt crisis) • complete English-language journalism exercises on current issues related to the subjects listed above, and present and discuss their conclusions
Content	<ul style="list-style-type: none"> • Principles of international politics in theory and practice • Relationships between major powers • American and European policy in the Middle East and other international trouble spots • Principles of international economic policy • International trade policy, multinational companies and development models • The global currency system, and financial crises • Journalism exercises on current issues related to the subjects listed above
Literature	Will be announced during the lecture

Needs to be chosen together with the course:
Media & Society 3 – Global Events & Development in Practice

Course Title	Global Events & Development in Practice
Lehrveranstaltungstitel	Global Events & Development in Practice

Degree Program	Journalism & Media Management (JOUR)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 1.5
Semester in Curriculum	4th Semester
Method of Instruction	Lecture (possibly field trips), practice elements, project work, and discussions
Method of Assessment	Exercises, project work and short oral examination
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • discuss and analyze pieces of work from renowned journalists and media representatives on topics covered in the Global Events and Developments: Theory course • draft, present and discuss a position paper in English including academic analysis and the pros and cons of topical issues related to the course subjects
Content	The course is intended as a practical follow-up to the theory-based unit. Students develop their analytical skills and ability to present arguments by means of practical exercises on current issues related to the course subjects. Students also discuss and analyze selected pieces of work from renowned journalists and media representatives, as well as drafting a detailed position paper on a selected topic related to the theory course (including pros and cons).
Literature	Will be announced during the lecture

Needs to be chosen together with the course:

Media & Society 3 – Global Events & Development in Theory

Course Title	Media Ethics
Lehrveranstaltungstitel	Media Ethics

Degree Program	Center for International Education and Mobility/International Management
Credits	6.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, group work, discussion
Method of Assessment	Case study
Course objectives	Being able to diagnose, judge and (ideally) solve moral problems coming along with the production, distribution and reception of mass media content by using ethically reflected arguments
Content	Basic terms of ethics and applied ethics (e.g. happiness, freedom, justice, good, dignity; responsibility; deductivism, contextualism, coherentism; principlism;...); ethical concepts (Aristotelian Virtue Ethics, Categorical Imperative by Kant, Utilitarianism, Contractarianism / Contractualism, Discourse Ethics,...); media ethics (ethics of media production: news & opinion, entertainment, promotion,...); ethics of media reception: responsibility from the perspective of individual ethics / social ethics; internet ethics,...); business ethics; ethics of technology.
Literature	<ul style="list-style-type: none"> • “The Cambridge Dictionary of Philosophy” (Cambridge University Press 1999) • “The Blackwell Guide to Ethical Theory” (Wiley-Blackwell 2000) • “Ethics of Media” (Palgrave Macmillan 2013; edited by Nick Couldry, Mirca Madianou, Amit Pinchevski) • “The Blackwell Encyclopedic Dictionary of Business Ethics” (Wiley-Blackwell 1999) • “Corporate Governance and Ethics” (Wiley 2008) <p>YOU WILL GET AN ELABORATED SCRIPT BY THE LECTURER. IT IS THE BASIS OF THE LECTURE AND USEFUL FOR THE EXAME (CASE STUDY).</p>

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Media Strategy & Planning
Lehrveranstaltungstitel	Media Strategy & Planning
Degree Program	Center for International Education and Mobility/International Management
Credits	6.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, in-Class activities, Group work
Method of Assessment	On-going assignments and Final Exam
Course objectives	To provide students with a solid understanding of the media business with particular focus on strategic media planning and integrated marketing communications. The course offers both Lecture and a hands-on, practical approach to Media Plan development.
Content	<ul style="list-style-type: none"> • Media Business Overview & Terminology: Relationships & Media Agency role, Media terminology, Media math (metric formulas), Advertising in Media • Understanding the Planning Process: Media Channels, Audiences/Targeting, Media measurement, Media Types, Strengths & Weaknesses, Advertising Formats. • Theory, Strategies & Client Brief: Briefing to execution, Planning Tools and Services, Media Strategies by business situation, Media strategies by task, Local Market media strategies, Strategic Reach & Frequency, Strategic Planning, Creative Media planning, Real world barriers to media strategy. • Market Analysis • Target Analysis • Strategy & Channel Selection • Setting Goals / Planning • Final Exam=Presentation
Literature	Will be announced during the lecture

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Mobile Reporting
Lehrveranstaltungstitel	Mobile Reporting

Degree Program	Content Production & Digital Media Management (JOCOBA)/Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 1.0
Semester in Curriculum	2nd Semester
Method of Instruction	Workshops with case studies and discussions, seminar; if applicable involvement of e-learning (20 %) and blended learning elements.
Method of Assessment	Continuous assessment
Course objectives	<p>After the completion of this part of the module students are able to</p> <ul style="list-style-type: none"> • use mobile devices and applications for their work and to produce journalistic formats for mobile devices • to design and apply Location Based Services for journalistic display formats
Content	<ul style="list-style-type: none"> • Principles of the conception of Interactivity • Overview about trends in content production for mobile applications • Location Based Services • Mobile and Live Reporting: Tools and Requirements
Literature	Will be announced during the lecture

Course Title	Public Relations
Lehrveranstaltungstitel	Public Relations

Degree Program	Communications Management (KOMM)/Bachelor
Credits	6.0 ECTS
Hours	18 semester weeks/UPW 4.0
Semester in Curriculum	2nd Semester
Method of Instruction	Integrated course (lecture, discussions, individual and group exercises, and presentations.
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • list the main features of public relations and internal communications as tools, and evaluate their significance for and contribution to integrated communications, as well as possible design and application options • explain the relationship between journalism and public relations using theoretical models • describe the ethical aspects of PR and the most common codes of conduct • discuss the differences between internal and external PR, and the way they complement one another • identify and define internal and external dialogue groups for PR activities • name the key PR and internal communications tools, strategies and measures, and categorize them in terms of their application • understand design, implementation and evaluation processes • describe the key features of the relationships between clients, agencies and media, and understand the related challenges and interdependencies
Content	<ul style="list-style-type: none"> • Introduction to and history of PR • Explanation of contemporary terms and current industry environment • Aspects of PR, with a focus on media relations • PR occupations • Social and organizational roles of PR • Designing PR and internal communications activities (including budgeting and evaluation) • PR codes of conduct (covert advertising: a grey area) • Who's who of PR – past and present • Key models, theories and approaches (including the four models of PR, situative theory of publics, determination thesis, intereffication model and communications-based PR) • Drafting PR plans including internal communication campaigns and impact measurement
Literature	Will be announced during the lecture

Course Title	Public Relations, Crisis Management and Media Training
Lehrveranstaltungstitel	Public Relations, Crisis Management and Media Training
Degree Program	Center for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
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 objective	To gain an understanding of the role of effective communication and Public Relations practices in building, enhancing and protecting the value and reputation of any organization.
Content	<ul style="list-style-type: none"> • Communication: Verbal, non-verbal, visual, electronic Media and Society: National and cultural differences, influence of various channels (Student contribution) • Integrated Communications: Defining and creating The 'voice' of a brand or organization. <ul style="list-style-type: none"> • Public Relations: Defining PR, PR in the Marketing mix, roles in Business, Government, NGOs, Not-for-profit, Advocacy, Lobbying PR Strategy: Process, Tools (e.g. 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
Literature	<ul style="list-style-type: none"> • The PR Style Guide, Barbara Diggs-Brown • PR Kit for Dummies, Eric Yaverbaum • Planning and Managing Public Relations Campaigns, Anne Gregory

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Social Media Basics
Lehrveranstaltungstitel	Social Media Basics

Degree Program	Content Production & Digital Media Management (JOCOBA)/Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 1.0
Semester in Curriculum	2nd Semester
Method of Instruction	Workshops with case studies and discussions, seminar; if applicable involvement of e-learning (20 %) and blended learning elements.
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> professionally deploy the entire repertoire of social networks and their links describe the basic models of the growth and impact of social networks as well as the draw conclusions for their practical application analyze the strengths and weaknesses of various social media strategies and platforms based on ethical and visual issues, draw conclusions for the deployment of social media exploit their own profiles and contacts in social networks for professional information, identity, and relationship management
Content	<ul style="list-style-type: none"> Overview of the social media landscape Social media models: wisdom of crowds, long tail, etc. Social networking tools: applications and connections Analysis of social media activities by editorial offices, journalists, and other content producers Ethical and visual implications: the development of social media guidelines Information, Identity and relationship management in social networks
Literature	Will be announced during the lecture

Course Title	Social Media in Global Corporate Strategic Communications
Lehrveranstaltungstitel	Social Media in Global Corporate Strategic Communications

Degree Program	Center for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
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 objective	Social Media in Global Corporate Strategic Communications: <ul style="list-style-type: none"> • 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.
Literature	The primary source of literature for this course is broken into two categories. First, academic articles on the subjects of social media usage and corporate communications/messaging and branding. There is some burgeoning research in these areas to determine new ways to reach targeted audiences through strategic communication tactics on social media platforms. The second source is journalistic articles on social media usage and corporate communications. Although not classically defined as "literature" the third source of information for this class is social media itself, used on an example basis to demonstrate specific topics and for class assignments.

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Special Topic
Lehrveranstaltungstitel	Special Topic

Degree Program	Content Production & Digital Media Management (JOCOBA)/Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 1.5
Semester in Curriculum	2nd Semester
Method of Instruction	Continuous assessment with graded presentations/project work
Method of Assessment	Project work and/or oral examination
Course objectives	<p>After the completion of this part of the module students are able to</p> <ul style="list-style-type: none"> • recognize, determine and discuss current themes and challenges of Journalism (with focus on digital media) • describe international development and in regards to its meaning discuss the development on the European and Austrian media sector • to critically analyze journalistic products with (focus on digital media), to discuss and to evaluate • to argue results systematically and comprehensively
Content	With Focus on new media developments in the media area current themes and trends are treated. This may refer to technical aspects and their effects and also to social, economic and sociopolitical specifications. The focus is on current (international) developments or trends and their influence on the European and Austrian media market.
Literature	Will be announced during the lecture

Course Title	User Interface Design & Usability
Lehrveranstaltungstitel	User Interface Design & Usability

Degree Program	Content Production & Digital Media Management (JOCOBA)/Bachelor
Credits	0.5 ECTS
Hours	18 semester weeks/UPW 0.5
Semester in Curriculum	2nd Semester
Method of Instruction	Lecture with readings, exercises und discussions
Method of Assessment	Final examination in three sections (in the form of tests and/or papers)
Course objectives	<p>Upon successful completion of this module, students will be able to</p> <ul style="list-style-type: none"> • create and design an operator interface and navigation • arrange design elements in a natural and logical order • exercise the “KISS-formula” • understand and apply the criteria of usability • create a credible content • involve Accessibility in the design • give an overview of human interfaces (human-machine-interface) • create a consistent user interface • understand communication aims and how to use them
Content	The course covers the fundamentals of the design of user interfaces for Web & Mobile Based Services. In addition to an introduction to human-machine interfaces and ergonomics, the basics of performance measurement as well as log analysis and usability testing will be taught.
Literature	Will be announced during the lecture

Course Title	Models of Integrated Communication Management 3
Lehrveranstaltungstitel	Modelle Integriertes Kommunikationsmanagement 3

Degree Program	Communications Management (KOMM)/Master
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 1.5
Semester in Curriculum	2nd Semester
Method of Instruction	Continuous assessment
Method of Assessment	Final exam
Course objectives	<p>Upon completion of this module, students will have demonstrated that they are able to:</p> <ul style="list-style-type: none"> • explain Schultz and Schultz's integrated marketing communications (IMC) model and contrast this with other approaches • understand Schultz and Schultz's arguments on the basis of theory and appraise them critically • independently apply the IMC model to a variety of theoretical and practical communications management problems
Content	<ul style="list-style-type: none"> • Introduction to and examination of marketing theory-based models of integrated communication (e.g. IMC model) • Detailed discussion of classification of theoretical models and their practical application
Literature	Will be announced during the lecture

Course Title	Models of Integrated Communication Management 4
Lehrveranstaltungstitel	Modelle Integriertes Kommunikationsmanagement 4

Degree Program	Communications Management (KOMM)/Master
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 1.5
Semester in Curriculum	2nd Semester
Method of Instruction	Continuous assessment
Method of Assessment	Final exam
Course objectives	<p>Upon completion of this module, students will have demonstrated that they are able to:</p> <ul style="list-style-type: none"> • independently carry out basic analysis using various company data and statistics • interpret the results of this analysis using the IMC model and on that basis make strategic communications decisions
Content	<ul style="list-style-type: none"> • Introduction to and examination of marketing theory-based models of integrated communication (e.g. IMC model) • Detailed discussion of classification of theoretical models and their practical application • Calculating and evaluating market data and interpreting their implications for communications strategies
Literature	Will be announced during the lecture

Course Title	Negotiation Skills
Lehrveranstaltungstitel	Verhandlungskompetenz
Degree Program	Finance, Accounting & Taxation (FIRST)/Master
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	4th Semester
Method of Instruction	Lecture, case studies
Method of Assessment	Continuous assessment; 30% written home assignments, 30% analysis of learning progress (mastery of a negotiation situation), 40% active participation (constructive feedback)
Course objectives	Upon completion of this submodule, students are able to: explain negotiation methods and techniques prepare for negotiations and develop negotiation strategy recognize verbal and body language signals and react according to the situation conduct negotiations and use appropriate tactics in difficult stages of negotiations
Content	Negotiation concepts and methods Applying the win-win negotiation process Using tools for preparing and conducting negotiations Applying techniques to surmount conflicts, intercultural challenges, resistance and strong emotions Practice in topic-specific negotiating situations using role plays
Literature	Will be announced during the lecture

Finance, Taxation and Controlling

Course Title	Business Strategy and Strategic Controlling
Lehrveranstaltungstitel	Business Strategy and Strategic Controlling
Degree Program	Center for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/ UPW 2.0
Semester in Curriculum	Elective*
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	<p>Business Management – What is it, what business are we in?</p> <ul style="list-style-type: none"> • 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
Literature	Grant, Contemporary Strategic Analysis, Blackwell, 6th ed.

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Capital Markets
Lehrveranstaltungstitel	Capital Markets

Degree Program	Finance, Accounting & Taxation (FIRST)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks / UPW 2.0
Semester in Curriculum	4th Semester
Method of Instruction	Starting with a pre-test which tests module prerequisites, module content is primarily disseminated by means of frontal teaching in combination with group work and the creation of case studies.
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • identify problems with a company's capital structure • distinguish between internal and external, and equity and debt financing • understand the Modigliani-Miller theorem • understand the leverage effect and apply it to examples • present arguments for and against the existence of an optimal capital structure • explain the Modigliani-Miller theorem taking taxation into account • describe portfolio theory • understand the relationship between return, risk and correlation • identify and calculate the minimum-variance portfolio in specific examples • understand Tobin's separation theorem • explain separation decisions made on the basis of Tobin's theorem • describe the tangency portfolio • outline the capital asset pricing model • explain the concept of systematic and non-systematic risk • explain the CAPM as a regression model • explain the function of beta as a risk indicator
Content	<p>Company capital structures: finance review, capital structure, the Modigliani-Miller theorem</p> <p>Capital market theory: portfolio theory, Tobin's separation theorem, capital asset pricing model (CAPM)</p>
Literature	Will be announced during the lecture

Course Title	Corporate Finance
Lehrveranstaltungstitel	Corporate Finance

Degree Program	Center for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lectures, case studies
Method of Assessment	Final examination
Course objectives	Upon successful completion of this module, students will possess specific knowledge of the purposes and Functions of corporate finance. They will be able to assess investment projects and make the relevant financing decisions.
Content	<ul style="list-style-type: none"> • Introduction to CF, Time Value of money, Investment decision rules • Basics of Capital Budgeting, Cash Flow Estimation Capital Structure, Equity vs. Debt Financing • Leverage Effect - Debt & Taxes • Long Term Financing: Sources of Funding, Debt Financing • Long Term Financing: Debt Financing, Leasing • Short Term Financing: Working Capital Management Long Term Financing with Derivatives, Interest Rate Risk, Exchange rate Risk
Literature	Will be announced during the lecture

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	International Accounting
Lehrveranstaltungstitel	International Accounting

Degree Program	Center for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, short in-class problems, in-class quizzes
Method of Assessment	Final Exam
Course objectives	To acquaint students with the accounting for assets and liabilities per the International Accounting Standards Board (i.e., iGAAP)
Content	The basic accounting and financial reporting for: Cash; Receivables; Inventories; Property, Plant and Equipment; Intangible Assets; Current Liabilities; Bonds and Long-term Notes Payable.
Literature	Material will be sent electronically prior to class that contains the topics to be covered. This material will cover correspond with that which will be taught in class.

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	International Financial Management
Lehrveranstaltungstitel	International Financial Management

Degree Program	Center for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	<p>Lectures (including power point slides) covering various topics.</p> <ul style="list-style-type: none"> Assigned readings and short cases covering lecture topics. Homework covering important quantitative topics, e.g., Exchange rate forecasting models
Method of Assessment	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Expose students to the Financial issues facing global business and investors. Examine models used to help forecast future moves in exchange rates. Examine involved in international finance and tools available to manage the risks these issues create.
Content	<p>This course will focus on:</p> <p>The financial issues facing global business firms and global investors.</p> <ul style="list-style-type: none"> 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
Literature	Will be announced during the lecture

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Investment and Financing
Lehrveranstaltungstitel	Investition und Finanzierung

Degree Program	Entrepreneurship (UF)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks / UPW 2.0
Semester in Curriculum	2nd Semester
Method of Instruction	Lectures and practical examples
Method of Assessment	Continuous assessment
Course objectives	At the conclusion of the course, the student is able to differentiate between fundamental terminology of financing, forms, and instruments of raising finance. In addition, the student has the ability to apply methods of investment calculation which are computer secured and decision based orientated and to interpret their results. Finally, the student has the ability to explain the principles of finance management.
Content	Differential calculus, integral calculus, linear programming, descriptive statistics, frequency distribution, status indicators (e.g. average values), variance indicators (e.g. standard deviation), statistical correlation indicators (e.g. correlation coefficient and regression analysis), concentration indicators (e.g. Gini coefficient), probability, probability distributions (e.g. normal distribution), statistical inference, sampling, methods of testing and estimation (e.g. testing hypotheses using an average value), quantitative methods using Excel, the concept of investment, principles of investment appraisal, statistical investment appraisal methods (e.g. profit comparison, statistical payback method) dynamic investment appraisal (net present, internal rate of return), investment appraisal using Excel, optimal effective life, taxation for investment appraisal, benefit analysis, investment appraisal in uncertain and high risk contexts, planning capital expenditure Programs, the concept of financing, types of internal financing, types of external financing, special forms of financing (e.g. leasing, factoring), capital structure, financial planning, making location decisions
Literature	Will be announced during the lecture

Course Title	Quantitative Methods for Business Administration (with Excel)
Lehrveranstaltungstitel	Quantitative Methoden der Betriebswirtschaftslehre (mit Excel)

Degree Program	Entrepreneurship (UF)/Bachelor
Credits	2.5 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	2nd Semester
Method of Instruction	Written examination, case studies (individual and group work), mid-term test
Method of Assessment	Continuous assessment (with a written examination)
Course objectives	Upon completion of this module, students are able to: <ul style="list-style-type: none"> • categorize statistical methods according to their applications in descriptive and inferential statistics • solve quantitative operational problems by applying suitable mathematical and statistical methods • use mathematical and statistical functions and formulas in Excel
Content	Differential calculus, integral calculus, linear programming, descriptive statistics, frequency distribution, status indicators (e.g. average values), variance indicators (e.g. standard deviation), statistical correlation indicators (e.g. correlation coefficient and regression analysis), concentration indicators (e.g. Gini coefficient), probability, probability distributions (e.g. normal distribution), statistical inference, sampling, methods of testing and estimation (e.g. testing hypotheses using an average value), quantitative methods using Excel.
Literature	Will be announced during the lecture

Course Title	Special Forms of Corporate Financing
Lehrveranstaltungstitel	Sonderformen der Unternehmensfinanzierung

Degree Program	Entrepreneurship (UF)/Bachelor
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	4th Semester
Method of Instruction	case studies (individual and group work), mid-term test
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • describe special forms of financing, and assess their respective advantages • assess the advantages and disadvantages of stock exchange listings • describes the motives for and the process of going public • explain the function of derivative financial instruments, and their advantages and disadvantages • consider a company's ideal capital structure • draw up financial and liquidity plans aimed at preserving a balanced financial structure
Content	Going public, leasing, factoring, project finance, business angels, venture capital, crowdfunding, subsidies, mezzanine finance (e.g. profit participation rights, dormant participating interests, shareholder loans and convertible bonds), derivative financial instruments (e.g. swaps, forwards and options), cash management
Literature	Will be announced during the lecture

Course Title	Special Issues in International Reporting
Lehrveranstaltungstitel	Sonderfragen der internationalen Rechnungslegung

Degree Program	Finance, Accounting & Taxation (FIRST)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks / UPW 2.0
Semester in Curriculum	6th Semester
Method of Instruction	Integrated course
Method of Assessment	Mid-term performance/examination
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • identify the various sections of, prepare and interpret IAS/IFRS annual financial statements • analyze and assess IAS/IFRS annual financial statements
Content	IFRS consolidated cash flow (part 1), IFRS segment information, information in the consolidated operational and financial review, key indicators in annual financial statements, dealing with topical issues
Literature	Will be announced during the lecture

Course Title	Financial Decision Making
Lehrveranstaltungstitel	Financial Decision Making
Degree Program	Finance, Accounting & Taxation (FIRST) / Master
Credits	5.0 ECTS
Hours	18 semester weeks / UPW 2.0
Semester in Curriculum	2nd Semester
Method of Instruction	Lecture, case studies
Method of Assessment	Final exam
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • define and delineate management accounting in the broader context of corporate management, and implement it in a targeted manner • identify and apply the basic tools of management accounting, particularly in the above-mentioned context • understand management accounting as a component of corporate management and appreciate its contribution to the company's success • take the international CMA examination
Content	<ul style="list-style-type: none"> • Financial Statement Analysis (Wrap-up) • Corporate Finance (Wrap-up) • Decision Analysis • Risk Management (Wrap-up) • Investment Decisions • Professional Ethics
Literature	Will be announced during the lecture.

Course Title	Structured Finance
Lehrveranstaltungstitel	Structured Finance

Degree Program	Finance, Accounting & Taxation (FIRST)/Master
Credits	2.5 ECTS
Hours	18 semester weeks/UPW 1.0
Semester in Curriculum	2nd Semester
Method of Instruction	Frontal teaching, supplemented by discussions and case study review
Method of Assessment	Pre-test: 10%, case study: 20%, final examination: 70%
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • identify securitized financial products as such • describe the securitization process and illustrate it using an example • describe individual products, in particular CDOs, credit default swaps (CDSs), mortgage-backed securities (MBSs) and ABSs, identify their main characteristics, and outline and interpret their use
Content	<ul style="list-style-type: none"> • Definition, market overview, rationale, basic principles of securitization • Securitization structures: ABSs and CDOs – structure and pricing • Interest rate and credit default swaps (structure, pricing) • Synthetic CDO's and related instruments (overview) • Project financing
Literature	Will be announced during the lecture

General Management

Course Title	Academic Research and Empirical Social Research
Lehrveranstaltungstitel	Wissenschaftliches Arbeiten und empirisches Arbeiten

Degree Program	Entrepreneurship (UF)/Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	4th Semester
Method of Instruction	Combination of lectures, discussions, group work and presentations
Method of Assessment	Continuous assessment (with academic paper)
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • understand the importance of academic research in terms of employing systematic, methodologically sound, and comprehensible problem-solving approaches • explain and meet the basic requirements of academic research • understand a variety of theoretical standpoints • define a research topic and derive workable research questions from it • research, select, take excerpts from and organize academic literature related to a research question, and draw connections between various sources • describe the various elements of a thesis proposal, and put together a final proposal for a bachelor's thesis • meet FHWien's formal requirements for writing academic papers
Content	Significance of academic research, academic research requirements, types of academic research, criteria for evaluating academic research, the process of compiling an academic paper, components of academic research projects, working with academic literature, formal design of academic research projects, writing style and presentation of arguments in academic papers, principles of qualitative and quantitative empirical data-collection and evaluation methods, writing thesis proposals.
Literature	Will be announced during the lecture

Course Title	Business Ethics
Lehrveranstaltungstitel	Unternehmensethik

Degree Program	Entrepreneurship (UF)/Bachelor
Credits	1.0 ECTS
Hours	18 semester weeks/UPW 1.0
Semester in Curriculum	6th Semester
Method of Instruction	PPT presentation, case studies, individual and group work, self-study, guest lectures
Method of Assessment	Continuous assessment (with case study)
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • define basic vocabulary relating to corporate ethics • recognize ethical issues as they arise • identify options when faced with ethical dilemmas • evaluate the benefits of different options for solving an ethical dilemma • identify and discuss best practice examples of corporate social responsibility and sustainable business management • develop measures to prevent and combat corporate criminality • assess achievement of targets set to monitor management of ethical issues
Content	Defining corporate ethics, shareholder value vs. stakeholder value, responsible leadership, good corporate governance, corporate culture and integrity, ethical decision-making, corporate social responsibility, challenges to corporate ethics presented by globalization, sustainability, preventing and dealing with corporate crime and corruption.
Literature	Will be announced during the lecture

Course Titel	Change Management
Lehrveranstaltungstitel	Change Management
Degree Program	Center for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	There will be some lectures but most of the time will be spent applying various change management principles to case examples, readings and real situations.
Method of Assessment	Short answer test, group presentation, participation in activities. Students will be asked to identify an issue and develop an implementation strategy addressing a positive local change.
Course objectives	You will develop strategic perspectives on the management of change and explore your role as a change agent within an organization. This course will 1) provide you with a better understanding of the challenges involved in managing organizational change 2) assist you to develop a perspective for dealing with change regardless of what your position is within an organization and 3) use a real life example in developing a change plan.
Content	<p>We will examine various models describing the change process. We will analyze and understand the forces for change, learn to distinguish between different types and terminologies of organization change and identify the nature and significance of common impediments to organizational change (e.g. organization inertia, resistance to change). We will also look at organizational culture and the value systems associated with various perspectives and their likely impact on change processes. There will be time to reflect on our personal values and style and look at how managers/leaders can use their strengths and understand their weaknesses when leading a change. A variety of global approaches to managing change will be considered anticipating a variety in cultural understanding and expression of events.</p> <p>Students will identify a local issue of importance to them – e.g. increasing recycling, reducing energy demands etc. Using this example we will design a comprehensive change strategy.</p>
Literature	<p>Excerpts from</p> <p><u>Leading Change</u> John P.Kotter Nov.2012</p> <p><u>Changemaking: Tactics and Resources for Managers</u> by Richard Bevan Apr.2011</p>

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Company Simulation
Lehrveranstaltungstitel	Unternehmenssimulation

Degree Program	Entrepreneurship (UF)/Bachelor
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 3.0
Semester in Curriculum	2nd Semester
Method of Instruction	Integrated module
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • identify interest groups of relevance to a company • identify and assess strategic options at a company and business segment level • make procurement and investment decisions based on relevant calculations, and critically assess the impact of these decisions on the annual financial statement • critically assess financing options and predict their impacts on the annual financial statement • make decision about the marketing mix and critically assess the impact of these decisions on the annual financial statement • make and critically assess human resources management decisions • post simple transactions and depreciation entries • prepare an annual financial statement and analyze it with the help of performance indicators • understand the knock-on effects that decisions or efficiency measures will have on other areas of a business by practicing joined-up thinking, and predict the impacts of these actions on the annual financial statement • identify and explain the elements of a cost account • prepare for decisions about taking on new contracts with the help of the contribution margin • understand the links between the different areas of internal and external accounting • Find solutions to operational problems as part of a team and debate them with others. • prepare a report in English and present it at a meeting
Content	Stakeholders, corporate strategy, procurement, storage and production, investment, financing, bookkeeping, accounting (balance sheet, profit and loss account, cash flow statement), cost accounting, strategic and operational management control, marketing mix, organization, presentation techniques, teamwork, business English: cover letters and CVs, written correspondence (emails, reports, business letters), business telephoning lexis, lexis for describing trends and presenting figures, e.g. share prices and sales figures
Literature	Will be announced during the lecture

Course Title	Corporate Governance – Responsibilities, Potential, Limits
Lehrveranstaltungstitel	Corporate Governance – Responsibilities, Potential, Limits

Degree Program	Center for International Education and Mobility/International Management
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, case studies and discussion
Method of Assessment	Project work (in groups)
Course objectives	<p>After this course the students will be able to:</p> <ul style="list-style-type: none"> • identify the risk areas of opportunistic behavior and to countervail such areas; • apply methods of organizational behavior and responsible business management according to CG rules; • identify the limits of management according to CG rules; • manage a balanced approach to the diverse interests of the different stakeholders (company, investors, employees, board members, suppliers...); • distinguish between (i) mandatory legal, (ii) comply or explain and (iii) recommended regulations within the corporate governance regulations; • ensure you do not end up in hand-cuffs (and neither does the management you advise).
Content	The course provides sound knowledge with regards to a business oriented approach to Corporate Governance, its applicability and its limits.
Literature	<ul style="list-style-type: none"> • OECD Principles of Corporate Governance http://www.oecd.org/daf/ca/oecdprinciplesofcorporategovernance.htm • UK-Corporate-Governance-Code http://www.frc.org.uk/Our-Work/Publications/Corporate-Governance/UK-Corporate-Governance-Code-September-2012.pdf • Austrian Code of Corporate Governance (2012) http://www.corporate-governance.at/ • German Corporate Governance Code (May 2013) http://www.corporate-governance-code.de/eng/download/kodex_2013/D_CorGov_final_May_2013.pdf • Green Paper: Corporate governance in financial institutions and remuneration policies; European Commission 2.6.2010 http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:0284:FIN:EN:PDF • Commission Staff Working Document: Corporate Governance in Financial Institutions: Lessons to be drawn from the current financial crisis, best practices - Accompanying document to the Green Paper: Corporate governance in financial institutions and remuneration policies; European Commission 2.6.2010 http://ec.europa.eu/internal_market/company/docs/modern/sec2010_669_en.pdf <p>SECONDARY LITERATUR:</p>

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| | <ul style="list-style-type: none">• Corporate Policy and Governance: How Organizations Self-organize, Malik (2012)• Corporate Governance and Accountability, Jill Soloman (2013)• Corporate Governance, Robert A. G. Monks (2011)• International Corporate Governance, Marc Goergen (2012)• Corporate Governance and Chairmanship: A Personal View, Adrian Cadbury (2002) |
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*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Current topics in tourism
Lehrveranstaltungstitel	Current topics in tourism

Degree Program	Hospitality & Tourism Management (TM) / Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks / UPW 1.0
Semester in Curriculum	6th Semester
Method of Instruction	Integrated course, problem-based learning, projects
Method of Assessment	Continuous assessment
Course objectives	On successful completion of this module, students can identify and evaluate current tourism approaches in an international context.
Content	Guest lecturers from our partner institutions with current issues in international hospitality and tourism industry
Literature	Will be announced during the lecture

Course Title	Economics
Lehrveranstaltungstitel	Economics

Degree Program	Finance, Accounting & Taxation (FIRST)/Bachelor
Credits	6.0 ECTS
Hours	18 semester weeks/UPW 4.0
Semester in Curriculum	2 nd Semester
Method of Instruction	Integrated course in small groups
Method of Assessment	Continuous assessment, final examination
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • demonstrate familiarity with the key concepts of microeconomics • understand supply and demand curves • understand microeconomic market structures • participate in discussions on incomes and income distribution • describe the various types of market failure • demonstrate familiarity with the key concepts of macroeconomics • understand the model of aggregate demand • understand the basic features of the AS/AD model and the IS/LM model • understand the macroeconomic components of banking and monetary systems • explain the economic significance of inflation, interest rates and rating agencies • illustrate the theoretical models explaining the causes and ways of combating inflation and unemployment • explain the economic effects of government economic policy interventions • present the concepts covered using correct 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
Content	<p>Introduction to Microeconomics, Markets, Markets in action, The supply decision, Market structures, Wages and the distribution of income, Market failures, Government policy</p> <p>Macroeconomics ;Key Performance Indicators, Aggregate Demand, AD-AS / IS-LM models, Aggregate Supply , Banking and money, Interest rates and the rating agencies, Inflation and Unemployment, Macroeconomic policy.</p>
Literature	Will be announced during the lecture

Course Title	Foreign Trade
Lehrveranstaltungstitel	Foreign Trade

Degree Program	Marketing & Sales (MARS)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	4th Semester
Methode of Instruction	Integrated course
Methode of Assessment	Continuous assessment/final examination
Course objective	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • handle the requirements and challenges of international trade • expertly use specialist vocabulary in English for managing sales of products and services in an international context • describe the ways that payment terms may be structured • apply risk management tools • evaluate possible export risks, export payment terms and international insurance options
Content	<ul style="list-style-type: none"> • International sales, exporting • Types of export risks • Risk management tools • Payment terms for exports • Private insurance vs. governmental insurance • Foreign trade finance • Foreign exchange hedges • Political risk analysis
Literature	Will be announced during the lecture

Course Title	Hotel Management
Lehrveranstaltungstitel	Hotel Management

Degree Program	Hospitality & Tourism Management (TM) / Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks / UPW 2.5
Semester in Curriculum	4th Semester
Method of Instruction	Integrated course, problem-based learning, projects
Method of Assessment	Continuous assessment, test, employment contract, presentation, report
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <p>Hotel management</p> <ul style="list-style-type: none"> • apply the basic principles of marketing and sales in the hotel industry • interpret and evaluate quotes and contracts • name the various tourism-industry partnerships and marketing platforms • describe and draft the contents of a marketing plan for the hotel industry • distinguish between the various sales channels in the hotel industry, and describe key aspects related to e-commerce, social media and e-marketing • describe the most important hotel IT systems and the use of online complaint management
Content	<ul style="list-style-type: none"> • Basic principles of marketing and sales • Offers, contracts and contractual terms and conditions • Partnerships and marketing platforms • Hotel marketing plan – content and preparation for the hotel industry • Direct and indirect sales channels including e-commerce and social media, and e-marketing for the hotel industry • Online complaint management • Basic overview of hotel IT systems – property management system (PMS), customer relationship management (CRM), marketing and sales, food and beverages
Literature	Will be announced during the lecture

Course Title	Human Resource Management and Organization
Lehrveranstaltungstitel	Personalmanagement und Organisation

Degree Program	Entrepreneurship (UF)/Bachelor
Credits	6.0 ECTS
Hours	18 semester weeks/UPW 4.0
Semester in Curriculum	2nd Semester
Method of Instruction	Integrated module
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • define theoretical principles of human resources management and change management, and highlight the important role which human resources plays in change processes • identify the tasks and functions of human resources management and analyze them in the context of case studies • apply the change management tools covered on the module to case studies • analyze the impact of change processes on organizational culture • highlight the links between various organizational theories, organizational structure and organizational change • identify various management styles and understand the management theories which they are based on
Content	Responsibilities and functions of human resources management, analyzing staff requirements, human resources cost planning, recruitment and selection, staff appraisal, remuneration and incentive schemes, redundancy, embedding the human resources department in the organizational structure, management styles, management theories, anthropology, theories of motivation, structure, organizational structure, process organization, organizational theories, organizational culture, change management theories and models, change, change process responsibilities of management and the human resources department, dealing with psychological factors related to change processes.
Literature	Will be announced during the lecture

Course Title	Intercultural Management
Lehrveranstaltungstitel	Interkulturelles Management

Degree Program	Human Resources Management (PWOE) / Bachelor
Credits	1.0 ECTS
Hours	18 semester weeks/ UPW 1.0
Semester in Curriculum	4th Semester
Method of Instruction	Inter alia lectures, exercises, case-based study in the form of individual study and group work, e-learning and independent study
Method of Assessment	Final exam
Course objectives	<p>Upon completion of this sub module students will be able</p> <ul style="list-style-type: none"> • to explain the most important differences between current cultural theories • to reflect on and take into consideration intercultural features and national customs in the business context
Content	<ul style="list-style-type: none"> • Rationales for intercultural management • Awareness raising for different national cultures and their specifics • Comparison of selected relevant cultural models
Literature	Will be announced during the lecture

Course Title	International Business – understanding international context, identifying business opportunities
Lehrveranstaltungstitel	International Business – understanding international context, identifying business opportunities

Degree Program	Center for International Education and Mobility/International Management
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	<p>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.</p> <p>Current issues in international business including readings will be included in class discussion as they arise during the course.</p> <p>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 and beyond the required reading; students are encouraged to use other resources.</p>
Method of Assessment	Two Assignments and one final written examination
Course objectives	<p>This course is based on the premise that as national economies are merging into an interdependent, integrated global economic system, there are enormous opportunities for companies and individuals to identify opportunities and niche markets to develop small businesses in foreign countries.</p> <p>The objective of the course seeks to develop an ability to analyze international business opportunities from a strategic perspective. In addition, it aims to provide participants with the knowledge and skills to manage business in a complex and foreign environment, and provides an overview of the international economic and cultural frameworks within which international businesses have to operate.</p> <p>On completion of this course students should be able to:</p> <ul style="list-style-type: none"> • explain globalization, the drivers and the changing global economy of twenty first century. including the position of Austria in the international business context • recognize and explain the major international institutional and financial influences on international business operations and management • recognize, explain and predict the impact of cultural and environmental influences on the management of international enterprises and foreign operations • describe international planning and controlling practices, and apply alternative market entry options and strategies (including alliances) • identify and explain the main characteristics of the operations, marketing, finance, accounting and tax management and human resource functions of organizations in an international context. • research, evaluate and select a country to prepare a profile for potential market entry

	<ul style="list-style-type: none"> analyze and synthesize national and international environmental data to develop recommendations and strategy for a company or an individual market entry.
Content	<p>Part I. An Introduction to International Business</p> <ol style="list-style-type: none"> 1. International Business and Globalisation <p>Part 2. The International Environment</p> <ol style="list-style-type: none"> 2. World Trade and Investment Theory and Practice 3. International Financial Systems and Environment <p>Part 3. The National Environment</p> <ol style="list-style-type: none"> 4. Economic Environment facing Business 5. Political and Legal Environment facing Business 6. The Culture Environment facing Business <p>Part 4. Managing in the International Environment</p> <ol style="list-style-type: none"> 7. Strategy for International Business 8. Entry Strategies and Strategic Alliances for Foreign Markets 9. Organization Design and Control <p>Part 5. Managing International Business Operations</p> <ol style="list-style-type: none"> 10. International Human Resource Management 11. International Marketing and Production/Operations and Logistics. 12. International Financial Management, Accounting and Taxation
Literature	<p>Daniels, J, Radebaugh, L and Sullivan D 2009 International Business: Environments and Operations. 12th edn., Pearson Education International, New Jersey</p> <p>Dowling, P, Liesch, P Gray, S and Hill CWL 2009 International Business. McGraw-Hill, North Ryde</p>

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	International HR
Lehrveranstaltungstitel	International HR
Degree Program	Human Resources Management (PWOE) / Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/ UPW 2.0
Semester in Curriculum	4th Semester
Method of Instruction	Inter alia lectures, exercises, case-based study in the form of individual study and group work, e-learning and independent study
Method of Assessment	Final exam
Course objectives	<p>Upon completion of this sub module students will be able to:</p> <ul style="list-style-type: none"> • define “International Human Resource Management” (IHRM) • explain the complexity of IHRM and to take into account the specifics of IHRM in corporate life • identify significant trends in IHRM and to develop strategies for IHRM based on them • take into consideration the intercultural context of a training • explain diversity management and implement it in a company
Content	<ul style="list-style-type: none"> • Differences between national and international HRM • Models of IHRM • International orientation of companies (international competitive strategy, international experience) • International recruiting and selection • International personnel development • International performance management • International remuneration • Trends of International HR Management
Literature	Will be announced during the lecture

Course Title	International Tourism
Lehrveranstaltungstitel	International Tourism

Degree Program	Hospitality & Tourism Management (TM) / Bachelor
Credits	1.0 ECTS
Hours	18 semester weeks / UPW 1.0
Semester in Curriculum	4th Semester
Method of Instruction	Integrated course, problem-based learning, projects
Method of Assessment	Continuous assessment
Course objectives	On successful completion of this module, students are able to recognize and analyze various current approaches to tourism and hospitality in an international context.
Content	Guest lecturers from our partner institutions on current issues in the international hospitality and tourism industry
Literature	Will be announced during the lecture

Course Title	Macroeconomics
Lehrveranstaltungstitel	Makroökonomie

Degree Program	Marketing & Sales (MARS) / Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/ UPW 2.0
Semester in Curriculum	2nd Semester
Methode of Instruction	Integrated course (lecture, exercise)
Methode of Assessment	Continuous assessment / final examination
Course objective	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • identify macroeconomic relationships • assess the impact of changes in economic conditions on a company • predict the impact of specific economic conditions on a company
Content	<ul style="list-style-type: none"> • Fundamentals of macroeconomics • Commodity markets and financial markets • Types of interest • Investment function • Demand equation • Monetary policy • Fiscal policy • Budgeting
Literature	Will be announced during the lecture

Course Title	Real Business Simulation
Lehrveranstaltungstitel	Real Business Simulation

Degree Program	Center for International Education and Mobility/ International Management
Credits	4.0 ECTS
Hours	18 semester weeks/ UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Group work
Method of Assessment	Assessment by course work
Course objectives	<p>After a Real Business Seminar, you will be able to</p> <ul style="list-style-type: none"> • understand all levels of your company and take the right management decisions • see the complex responsibilities of the company's success • understand the details of financial- and cost accounting • evaluate finance and investments • understand the needs of working aligned to the chosen strategy • evaluate the benefit of managerial accounting systems • develop your own ratios and take decisions from your information systems • better communicate the need for planning and budgeting • realize the value of your company and how to manage it
Content	<p>Real Business is a management and company simulation that enables an efficient transfer of business knowledge. In an intensive seminar (2-3 days) participants work together in teams and are confronted with the most relevant topics of business administration and business management. Due to the nature of the simulation the participants develop necessary management instruments themselves and can immediately use them in practice. This method ensures the long-term success of their learning experience. The following topics are covered in the seminar:</p> <ul style="list-style-type: none"> • Accounting and Balance Sheet • Financial Statement Analyzes and Corporate Ratios • Cash Management and Treasury • Process Management and Flow of Capital • Finance and Investment Decisions • Cost Accounting • Marketing and Pricing • Strategic Management • Value Management and Shareholder Value • Company Evaluation <p>Real Business is especially suited for international teams. The interaction and the intense team work ensure the development of a common understanding of the company. Specifically, Real Business allows for the development of</p> <ul style="list-style-type: none"> • a common culture among the team • an understanding of different cultural backgrounds

	<ul style="list-style-type: none"> • 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
Literature	none

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Mergers & Acquisitions
Lehrveranstaltungstitel	Mergers & Acquisitions
Degree Program	Finance, Accounting & Taxation (FIRST) / Master
Credits	2.5 ECTS
Hours	18 semester weeks / UPW 1.0
Semester in Curriculum	2 nd Semester
Method of Instruction	Frontal teaching, supplemented by in-depth discussions and case study review
Method of Assessment	80% written submodule examination, 20% case study
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • explain the strategic decisions taken before and during takeovers; • describe the process of executing mergers and acquisitions • interpret the main steps involved, in particular making contact, memoranda of understanding and letters of intent, valuation, determining synergy effects, and the due diligence audit; • outline special situations and the various financing options
Content	<ul style="list-style-type: none"> • Merger and acquisition (M&A) planning: strategy, analyzes and preparations • M&A execution: information memorandum • M&A execution: due diligence audit • M&A execution: valuation, acquisition price and synergies Phase 2d/execution: negotiations, contract formulation, signature and closure • M&A integration: post-merger integration • Special types of M&A (management buyout (MBO), management buy-in (MBI), leveraged buyout (LBO), crisis situations, etc.)
Literature	Will be announced during the lecture

Course Title	Organizational Culture and Intercultural Management
Lehrveranstaltungstitel	Organisationskultur und Interkulturelles Management
Degree Program	Organizational & Human Resources Development (PWOE) / Master
Credits	3.0 ECTS
Hours	18 semester weeks/ UPW 2.0
Semester in Curriculum	2nd Semester
Method of Instruction	lectures, exercises, workshops, case-based learning, project, e-learning, independent study
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • understand and explain culture as an organizational characteristic • understand and explain the objectivist and constructivist approaches to organizational culture • describe the makeup and structure of organizational culture and sub-cultures • understand and explain selected theories of organizational culture • identify and describe characteristics of organizational cultures • analyze organizational cultures • understand and explain selected theories of interculturality • understand and explain international expansion and intercultural management strategies • describe and carry out the planning and implementation of training Programs aimed at developing intercultural skills
Content	<ul style="list-style-type: none"> • Diagnosing organizational culture • Changing organizational cultures • Working in different cultures, and intercultural cooperation • Intercultural management • Knowledge of cultural phenomena
Literature	Will be announced during the lecture

Course Title	Strategic Management
Lehrveranstaltungstitel	Strategisches Management
Degree Program	Entrepreneurship – Executive Management (UF)/Master
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 1.5
Semester in Curriculum	2nd Semester
Method of Instruction	Lecture, review and presentation of case studies und practical tasks, group discussions
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • describe the differences, relationships and interdependencies between strategic and operational management • explain various theoretical concepts and practical approaches to devising strategy • evaluate the advantages and disadvantages of strategic models • describe the methods employed in a comprehensive strategy process in a self-directed manner • organize and manage their own targeted strategy or restructuring projects using sound methodology, and make subsequent recommendations
Content	Strategic concept, strategic objectives (shareholder value versus stakeholder value), generation of evaluation of strategic options at business segment and company level, strategic management tools (e.g. portfolio analysis, industry analysis, potential analysis, gap analysis, SWOT analysis, scenario analysis, Steinmann and Schreyögg's strategy cube), strategy selection and developing strategic programs
Literature	Will be announced during the lecture

Marketing and Sales

Course Title	Brand Management
Lehrveranstaltungstitel	Brand Management

Degree Program	Center for International Education and Mobility/International Management
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	PowerPoint slides, PDF case studies
Method of Assessment	<p>Case Discussion & presentation 40%</p> <p>Final Exam 60%</p> <p>Case and Article Presentation</p> <p>Cases and articles will be uploaded a week before every lecture. 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 to class discussion. You need to come to class prepared to discuss readings, cases and exercises, and to contribute to the discussion of group presentations. For the latter, you will be asked to comment on other groups' presentations, as if you were senior managers or competitors. Also, case studies and articles will be featured in your final exam paper.</p> <p>Workload</p> <p>It is expected that you will spend at least five hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, 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.</p>
Course objectives	<p>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 well as how to plan and implement brand marketing strategies and measure brand performance.</p> <p>To explore such issues, this course should provide relevant theories, concepts, techniques and models in branding. It will interweave lectures, exercises, and case discussion along with articles.</p> <p>The course's aims are to:</p> <ul style="list-style-type: none"> • 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:

	<ul style="list-style-type: none"> • Assess different viewpoints on brand and to think cogently and critically about these viewpoints. • Analyze 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	<p><u>Introduction to the course</u></p> <p>Lecture 1: Brands and brands management</p> <p>Lecture 2: Customer-based brand equity</p> <p>Lecture 3: Brand positioning</p> <p>Case 1: Dockers: Creating a Sub-Brand</p> <p>Lecture 4: Choosing brand elements to build brand equity</p> <p>Case 2: iPod: Creating an iconic brand</p> <p>Article 1: 'What becomes an icon?'</p> <p>Lecture 5: Designing marketing programs to build brand equity</p> <p>Case 3: MTV: Building Brand Resonance</p> <p>Article 2: TBC from the Journal of Brand Management</p> <p>Lecture 6: Integrating marketing communications to build brand equity</p> <p>Case 4: Red Bull: Building Brand Equity in New Ways</p> <p>Article 3: 'Suddenly This Stealth Strategy Is Hot-but It's Still Fraught with Risk'</p> <p>by Buzz Marketing</p> <p>Lecture 7: Leveraging secondary brand associations to build brand equity</p> <p>Case 5: Snapple: Assessing and Managing Brand Value</p> <p>Article 4: 'Building loyalty in business markets'</p> <p>Lecture 8 & 9: Final case study presentations</p> <p>Case 6: Starbucks: Managing a High Growth Brand</p> <p>Case 7: Nike: Building a Global Brand</p> <p>Case 8: American Express: Managing a financial services brand</p> <p>Case 9: Nivea: Managing a multi-category brand</p> <p>Exam</p>
Literature	Will be announced during the lecture

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Current Sales Issues & Distribution Channels
Lehrveranstaltungstitel	Current Sales Issues & Distribution Channels

Degree Program	Marketing & Sales (MARS)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	4th Semester
Methode of Instruction	Integrated course
Methode of Assessment	Continuous assessment/final examination
Course objective	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • be aware of and discuss current trends and developments in international sales management • analyze international distribution channels based on their structure and function • and adapt them as appropriate • understand, investigate and assess power balances and conflicts of interest or aims between individual distribution channels • describe strategic alliances
Content	<ul style="list-style-type: none"> • Current changes and developments in international sales management • Structure and functions of distribution channels • Supply and demand side analysis and structure of distribution channels • Multichannel distribution • Power balance and conflict management in distribution relationships • Strategic alliances, vertical distribution partners
Literature	Will be announced during the lecture

Course Title	Customer Orientation
Lehrveranstaltungstitel	KundInnenorientierung

Degree Program	Entrepreneurship (UF)/Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 1.0
Semester in Curriculum	2nd Semester
Method of Instruction	Cumulative module
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • appreciate the importance of customer focus to commercial success • develop and maintain sustainable and commercially beneficial customer relations • build proactive, solution-drive relationships with customers which focus on meeting their expectations and adding value • foreground the customer in their operational decision making and when taking operational action, focusing on customer needs, requests and issues • identify sales questioning techniques and use them in sales discussions • identify customer types and employ corresponding communication mechanisms
Content	Developing and maintaining sustainable and commercially beneficial customer relations, meeting customer expectations and needs, fulfilling customer requests, solving customer issues, sales questioning techniques, types of customers, communication mechanisms, customer focus, customer retention
Literature	Will be announced during the lecture

Course Title	Customer Relationship Management
Lehrveranstaltungstitel	Customer Relationship Management
Degree Program	Center for International Education and Mobility/International Management
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, homework, presentation, case studies, interactive work in groups
Method of Assessment	2 x homework, 1 pre-test, 2 assignments, 1 exam
Course objectives	To gain a basic understanding of the theory of Customer Relationship Management and to be able to define a CRM strategy for real-life case studies.
Content	<ul style="list-style-type: none"> • Theory of CRM • History and development of CRM • Customer value • Customer profiling • Phases of CRM • Customer Engagement Cycle • Customer Behavior • Emotional Intelligence • Best in class examples • Development of CRM strategy based on real life case studies
Literature	Francis Buttle, Customer Relationship Management, Publisher: A Butterworth-Heinemann Title; 2 edition

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	eMarketing
Lehrveranstaltungstitel	eMarketing
Degree Program	Center for International Education and Mobility/International Management
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	<p>Methods of instruction to include:</p> <ul style="list-style-type: none"> • Lectures, class discussions and interactive exercises. • Possible guest speakers via Skype that are experts in eMarketing.
Method of Assessment	Methods of assessment include in-class writing (ex. Twitter posts, Facebook updates, Blog posts), other writing assignments completed at home and returned the following day, a “quiz” on basic eMarketing and a group project.
Course objectives	<p>The Internet has profoundly impacted the way we live our lives and communicate with each other. Phenomena such as email, blogs, websites, social media, and Internet-enabled mobile devices are now so integrated into our daily lives that we almost cannot live without them. The Internet has also changed the way that companies conduct business and communicate with their customers, employees, trading partners, and other members of the community.</p> <p>These changes have provided organizations with exciting challenges and opportunities that marketers can take advantage of to help make their organizations successful.</p>
Content	<p>Content of the subject will include:</p> <ul style="list-style-type: none"> • origins of eMarketing; • ethical and issues of eMarketing and Social Media Use; • digital identity management; • social technographics; • key platforms (types of Social Media); • nurturing a Social community to build deeper relationships (Fans?); • promoting eMarketing programs; • preventing and managing eMarketing mistakes; • analytics - measuring results;
Literature	<ul style="list-style-type: none"> • Chaffey, D. & Smith, P.R. (2013). Emarketing Excellence: planning and optimizing your digital marketing. London: Routledge • Chaffey, D. & Smith, P.R. (2008). Emarketing Excellence: Emarketing Essentials. 3rd Ed. Amsterdam: Elsevier. <p>The primary source of literature for this course is broken into two categories. First, academic articles & textbooks on the subjects of eMarketing; the other from popular press; Youtube and videos will also be utilised. There is emerging research in eMarketing that determines new ways to reach consumers.</p>

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	International Marketing
Lehrveranstaltungstitel	International Marketing

Degree Program	Marketing & Sales (MARS)/Bachelor
Credits	6.0 ECTS
Hours	18 semester weeks/UPW 4.0
Semester in Curriculum	4th Semester
Methode of Instruction	Integrated module
Methode of Assessment	Continuous assessment
Course objective	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • expertly use specialist vocabulary in English • demonstrate sensitivity to differences in business, social, cultural and political norms in other countries, and the challenges these present for integrated international communications • describe market entry strategies • appreciate the requirements to be taken into account when employing marketing and communications tools in an inter-national, intercultural context • test and reflect upon their know-how in intercultural teams
Content	<p>International communication</p> <ul style="list-style-type: none"> • Introduction, sociocultural environment, culture as moral philosophy • Culture in business practice, intercultural communication, meeting conventions/-etiquette, listening habits, audience expectations, management styles and management language • Cross-cultural management, culture and strategy, integrated communication management, causal field model, actor and factor analyzes as research tools • Intercultural marketing communications, mobile marketing and proximity marketing, management tools, balanced scorecard for communication <p>Global marketing</p> <ul style="list-style-type: none"> • Global marketing trends and environment • Culture • International markets • Market evaluation, selection and entry • International marketing strategies • Ethical considerations in international marketing • International branding decisions • Decisions about the international marketing mix
Literature	Will be announced during the lecture

Course Title	Marketing Research in practice
Lehrveranstaltungstitel	Marketing Research in practice
Degree Program	Center for International Education and Mobility/International Management
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, workshop and mini-project
Method of Assessment	Participation in the mini-project, test
Course objectives	<p>The main goals of the course are that students</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>After an introduction to the most common market research theory students will conduct an 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).</p> <p>Topics</p> <ul style="list-style-type: none"> • 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
Literature	Will be announced during the lecture

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Market Research
Lehrveranstaltungstitel	Marktforschung

Degree Program	Entrepreneurship (UF)/Bachelor
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	4th Semester
Method of Instruction	Combination of lectures, discussions, group work and presentations
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • recognize the significance of market research and explain its functions • outline the various stages of market research processes • differentiate between qualitative and quantitative approaches to market research, and describe their advantages and disadvantages • describe and use key market research tools (e.g. industry and competitor analysis, and customer surveys) • draw conclusions from and reflect critically on market research results using methods-based (and in particular statistical) knowledge, and carry out and interpret their own analyzes • distinguish between and calculate market volumes, potential markets and market shares • develop promising business ideas as the basis for a business plan, assess their potential on the basis of their existing knowledge of market research tools and analysis, and use that information to draw up a marketing plan
Content	Market research aims and functions, market research processes, information sources in market research, overview of data collection tools used in market research, overview of data evaluation and interpretation approaches, industry analysis, market analysis, competitor analysis, customer surveys, calculating market volume, potential markets and market shares, assessing the potential of business ideas by employing knowledge of market research tools
Literature	Will be announced during the lecture

Course Title	Marketing Strategies and Decision-making
Lehrveranstaltungstitel	Marketing Strategies and Decision-making
Degree Program	Center for International Education and Mobility/International Management
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*/Prerequisite: introductory marketing
Method of Instruction	Reading, lecture, discussion, case-studies.
Method of Assessment	One individual assignment, one group presentation, one written exam
Course objectives	To develop the students' understanding of the core elements of a company's product and service offer, how they are created, and the process through which these elements are strategically employed in creating cohesive, successful marketing campaigns.
Content	Through theory, case studies and group work, the course will lead through topics including: Marketing Today. Brand Identity. Brand Communication. Organizational structures. Research: knowing customers and the market. Product, Place, Price Promotion and People. Influence of Social Media. Relationship Marketing. The Strategic process. Implementation.
Literature	"Kellogg on Marketing" "Kellogg on Branding"

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Sales Management and Organizational Ethics
Lehrveranstaltungstitel	Sales Management and Organizational Ethics
Degree Program	Center for International Education and Mobility/International Management
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, discussion, cases and current readings
Method of Assessment	Term paper, final exam, group project, presentation, participation
Course objectives	<ul style="list-style-type: none"> • 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	<p>An analysis of problems and concepts concerned with marketing, the management of sales people and the concept of organizational ethics in a selling environment</p> <p>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.</p>
Literature	Will be announced during the lecture

*Elective: These courses are recommendable for students on a higher Bachelor or Master level

Course Title	Strategic Marketing
Lehrveranstaltungstitel	Strategisches Marketing

Degree Program	Communications Management (KOMM)/Master
Credits	6.0 ECTS
Hours	18 semester weeks/UPW 4.0
Semester in Curriculum	2nd Semester
Method of Instruction	Continuous assessment
Method of Assessment	Written final exam (70%) and group work (30%)
Course objectives	<p>Upon completion of this module, students will have demonstrated that they are able to:</p> <ul style="list-style-type: none"> • understand basic strategic marketing concepts and methods • formulate marketing goals on the basis of corporate objectives • understand the significance of marketing as a key element of functional strategy, identify various marketing strategies, comprehend the interdependencies and synergies between corporate and marketing strategies, and evaluate possible conflicting objectives • demonstrate knowledge of the structure, components and functions of marketing plans • assess the corporate & competitive status quo from a strategic perspective & understand the concept of identity-driven brand management • identify and understand the theoretical basis and key characteristics of market leadership in various economic sectors • identify the key features of strategic marketing in different business sectors, in particular service and industrial goods marketing • take reasoned strategic brand-related and marketing decisions in these markets
Content	<ul style="list-style-type: none"> • Assessing the corporate and competitive status quo from a strategic perspective • Detailed analysis of various strategic marketing decisions including segmentation, target group definition and positioning • The phenomenon of brands • Brand theory (development, models and definitions) • Brands and marketing, Brand value • Brands and corporate culture • Phases of brand management (analysis, strategies, implementation and management) • The significance of corporate branding • Projecting corporate brands • Strategic marketing concepts and methods • Objectives of marketing plans • Core elements of marketing plans • Marketing planning processes • Marketing plan – analysing the status quo • Setting marketing goals, and drawing up strategies and action plans • Budgeting and controlling

	<ul style="list-style-type: none">• Principles, key features and characteristics of sector-specific marketing: primary (marketing services and investment goods), secondary (retail marketing) and non-profit
Literature	Will be announced during the lecture