

# COURSE GUIDE

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

## SUMMER SEMESTER 2018

(FEBRUARY – JUNE/MID-JULY)

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



# Overview of courses offered in English

Summer Semester 2018  
(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 the Center for International Education and Mobility (CIEM).
- 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!!!

<b>Course Title</b>	<b>Austrian Culture &amp; more</b>
<b>German Course Title</b>	<b>Austrian Culture &amp; more</b>

**COMPULSORY COURSE!!!**

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.0
<b>Content</b>	<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.

<b>Course Title</b>	<b>A1 German Language and Austrian Culture</b>
<b>German Course Title</b>	<b>A1 German Language and Austrian Culture</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	Elective
<b>Method of Instruction</b>	Discussions, group work, presentations, homework
<b>Method of Assessment</b>	Continuous assessment; final oral and written examination
<b>Course objectives</b>	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.
<b>Content</b>	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> <li>• Introducing yourself and asking for someone's name</li> <li>• Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.)</li> <li>• Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs</li> <li>• Adequately responding to simple questions, orders, comments, announcements on the mail box, public announcements and short conversations</li> <li>• Extracting relevant information from public signs, classified advertisements and written short messages</li> <li>• How to give directions</li> <li>• Writing of short personal messages, postcards and short texts</li> <li>• Formulating of and adequately responding to commonly used requests and demands</li> <li>• Describing stationery used in professional life as well as a company's branches</li> <li>• How to book a hotel room and to notify the hotel staff of possible problems in the hotel room</li> <li>• How to order at a restaurant</li> <li>• How to make or cancel appointments</li> <li>• Understanding and using numbers, amounts, times and price marks</li> <li>• How to go shopping</li> <li>• Speaking about present and past happenings</li> <li>• Practicing of pronunciation</li> <li>• Getting familiar with basic grammar rules and how to use them</li> <li>• Giving a short presentation about yourself and your home country</li> <li>• Grammar: Word order; <i>Wh</i>-questions and Yes-No questions; definite/indefinite and negative articles, nominative, genitive, dative and accusative; pronouns, plurals and locations; modal verbs, possessive pronouns; present perfect, adjective declensions in nominative and accusative</li> </ul>
<b>Literature</b>	Will be announced during the lecture



<b>Course Title</b>	<b>A2 German Language and Austrian Culture</b>
<b>German Course Title</b>	<b>A2 German Language and Austrian Culture</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	Elective
<b>Method of Instruction</b>	Discussions, group work, presentations, homework
<b>Method of Assessment</b>	Continuous assessment; final oral and written examination
<b>Course objectives</b>	<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>
<b>Content</b>	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> <li>• Introducing yourself in a professional context and describing your occupation and tasks</li> <li>• How to ask for information or a person on the phone and how to leave a message</li> <li>• Describing your professional life and talking about office work</li> <li>• How to make appointments for meetings via email or phone in a private and professional context</li> <li>• Exchanging information about work and stressful situations</li> <li>• How to order furniture for the office</li> <li>• How to book a hotel room and express specific needs related to the booking</li> <li>• How to book a table at a restaurant for a business meal</li> <li>• How to invite someone to a business meal and how to react appropriately to someone's invitation</li> <li>• Learning about dos and don'ts in business situations and about conversational topics at a business meal; how to small talk</li> <li>• How to thank someone for a favor and how to congratulate someone via e-mail</li> <li>• Talking about public transport and traffic</li> <li>• Talking about preparations for a business trip</li> <li>• How to ask for directions</li> <li>• Formulating of polite requests and wishes</li> <li>• Talking about present and past happenings</li> <li>• Giving a short presentation about yourself, your home country and current affairs; expressing your opinion</li> <li>• Grammar: nouns, personal pronouns and adjectives in all cases; present, present perfect and future; modal verbs; changing prepositions; conditional II, subordinate clauses with "weil", "dass", "wenn"; text grammar</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>B1 German Language and Austrian Culture</b>
<b>German Course Title</b>	<b>B1 German Language and Austrian Culture</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	Elective
<b>Method of Instruction</b>	Discussions, group work, presentations, homework
<b>Method of Assessment</b>	Continuous assessment; final oral and written examination
<b>Course objectives</b>	<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>
<b>Content</b>	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> <li>• General and detailed understanding of authentic listening exercises and texts</li> <li>• Speaking and writing about familiar topics, personal interests as well as experiences and current affairs</li> <li>• Expressing possibilities, wishes, dreams, opinions, agreements and disagreements in a conversation</li> <li>• Talking about time, waste of time and punctuality</li> <li>• Describing images and graphs</li> <li>• Speaking about occupations and professional skills and abilities</li> <li>• Describing your own occupation in the context of a presentation and naming its advantages and disadvantages</li> <li>• How to make/cancel professional appointments</li> <li>• Talking about the job market and making small talk in business meetings</li> <li>• Writing about your occupation in an e-mail</li> <li>• Explaining your own reading habits and your choice of literature</li> <li>• Speaking and writing about various media habits (TV, internet, etc.)</li> <li>• Talking about advertisements and products</li> <li>• Comparing information; asking for details; explaining</li> <li>• Clearly expressing your opinion of other people</li> <li>• Acquiring general knowledge of the international working world; understanding professional profiles</li> <li>• Grammar: Reflexive verbs, prepositional verbs; subordinate clauses and related pronouns, final clauses; subjunctive II, relative clauses with "so ..., dass ..." and "statt ... zu"; adjective declension, temporal relative clauses</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>B2 German Language and Austrian Culture</b>
<b>German Course Title</b>	<b>B2 German Language and Austrian Culture</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	Elective
<b>Method of Instruction</b>	Discussions, group work, presentations, homework
<b>Method of Assessment</b>	Continuous assessment; final oral and written examination
<b>Course objectives</b>	<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 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>
<b>Content</b>	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> <li>• General and detailed understanding of authentic listening exercises and texts</li> <li>• Exchanging about varieties and variances of German, particularly typically Viennese expressions</li> <li>• Giving presentations about your home country, cultural differences to Austria, your learning styles and strategies as well as intercultural experiences in Austria</li> <li>• Giving oral and written summaries of texts</li> <li>• Speaking and writing about familiar topics, personal interests as well as experiences and happenings</li> <li>• Writing of letters to the editor and reports in a professional context</li> <li>• Writing of cover letters and applications</li> <li>• Writing of detailed letters of complaint</li> <li>• Describing and commenting on images and graphs</li> <li>• Explaining and discussing concepts of culture, stereotypes, prejudices and conventions</li> <li>• Exchanging learning strategies and experiences</li> <li>• Discussing traffic and traffic problems</li> <li>• Sharing experiences related to your holidays, tourism and globalization</li> <li>• Convincing other students of your opinion related to symbols and their culture-specific meanings</li> <li>• Giving advice related to happiness, stress and worry</li> <li>• Stating of reasons and consequences</li> <li>• Understanding the meaning and usage of idioms and phrasal verbs</li> <li>• Talking about your professional life, career and income</li> <li>• Grammar revision: prepositional verbs; adjective declension; linking words with subordinate clauses; indirect speech and passive voice</li> </ul>
<b>Literature</b>	Will be announced during the lecture

# Business English

<b>Course Title</b>	<b>Business English 1</b>
<b>German Course Title</b>	<b>Business English 1</b>

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

<b>Course Title</b>	<b>Business English 2</b>
<b>German Course Title</b>	<b>Business English 2</b>

<b>Degree Program</b>	<b>Hospitality &amp; Tourism Management (TM)/Bachelor</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.5
<b>Semesters in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Seminar
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	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.
<b>Content</b>	<ul style="list-style-type: none"> <li>• written and oral exercises on grammar idioms and vocabulary</li> <li>• vocabulary for the areas of the hotel industry, culture and tourism in combination with the relevant areas, integrated into the lectures during the semester</li> <li>• conversations with customers in the hotel industry</li> <li>• customer behaviour</li> <li>• complaints from guests</li> <li>• career-relevant texts and correspondence</li> <li>• intercultural communication</li> <li>• presentations - presenting oneself</li> <li>• media reports of a general and industry-related nature</li> <li>• guest lecture in English</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Business English 4</b>
<b>German Course Title</b>	<b>Business English 4</b>

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

<b>Course Title</b>	<b>Business English 5</b>
<b>German Course Title</b>	<b>Business English 5</b>

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



<b>Course Title</b>	<b>Business English &amp; Moderation</b>
<b>Lehrveranstaltungstitel</b>	<b>Business English &amp; Moderation</b>

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

<b>Course Title</b>	<b>Business English with focus on internationalization</b>
<b>German Course Title</b>	<b>Business English with focus on internationalization</b>

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

<b>Course Title</b>	<b>English for Real Estate Professionals 2</b>
<b>German Course Title</b>	<b>English for Real Estate Professionals 2</b>

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

**For this course, students are required to have basic knowledge of the field.**

<b>Course Title</b>	<b>Introduction to English for Real Estate 2</b>
<b>German Course Title</b>	<b>Introduction to English for Real Estate 2</b>

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

<b>Course Title</b>	<b>Issues &amp; Trends in Anglo-American Journalism 1</b>
<b>Lehrveranstaltungstitel</b>	<b>Issues &amp; Trends in Anglo-American Journalism 1</b>

<b>Degree Program</b>	<b>Journalism &amp; Media Management (JOUR)/Bachelor</b>
<b>Credits</b>	2.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.5
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Workshop, lecture with project work and discussions
<b>Method of Assessment</b>	Project work and/or oral examination
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• recognize, name and discuss current themes and challenges in Anglo-American journalism, with a focus on online media</li> <li>• describe the development of Anglo-American journalism and discuss its significance in the development of the media in Europe</li> <li>• critically analyze, discuss and evaluate works of Anglo-American journalism</li> <li>• identify similarities and differences between the American and European media systems, and present results using clear, systematic argumentation</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Introduction to Anglo-American journalism</li> <li>• Specific social, economic and socio-political features</li> <li>• Developments and trends and their influence in Europe</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Presenting and Negotiating</b>
<b>German Course Title</b>	<b>Presenting and Negotiating</b>

<b>Degree Program</b>	<b>Entrepreneurship (UF)/Bachelor</b>
<b>Credits</b>	2.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	6th Semester
<b>Method of Instruction</b>	Integrated course, role plays, group work, presentations, individual assignments, discussions
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	Upon completion of this module, students have advanced presentation and negotiation skills needed for doing business in English in today's global world. The students are able to work at ease with advanced phraseology for negotiating and presenting in English.
<b>Content</b>	Phraseology for presenting in English, persuasive vocabulary for sales presentations and selling an idea, phraseology for negotiating in English
<b>Literature</b>	Will be announced during the lecture

# Communication, Journalism and Media Management

<b>Course Title</b>	<b>Business Communication</b>
<b>German Course Title</b>	<b>Business Communication</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Integrated course in small groups
<b>Method of Assessment</b>	Continuous assessment; Final examination
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• express themselves in business meetings in a manner appropriate to the situation from the point of view of the chairperson</li> <li>• be aware of the rules of grammar and apply them in business contexts (tenses, adjectives/adverbs, comparative/superlative structures, conditional structures, relative clauses)</li> <li>• conduct presentations in English using suitable language and phrases</li> <li>• spontaneously express their opinion on a business-related issue in front of a group of people</li> </ul>
<b>Content</b>	<p>Introductions, apologies, requests, invitations, developing conversations, prompts and responses, discussion of teleworking and modified working hours, techniques for linking and formalizing writing, identifying false friends, functional language used by the chairperson in meetings, language for signposting presentations, use of conditional structures in business situations</p>
<b>Literature</b>	Will be announced during the lecture



<b>Course Title</b>	<b>Communication Case Study</b>
<b>German Course Title</b>	<b>Communication Case Study</b>

<b>Degree Program</b>	<b>Communications Management (KOMM)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.0
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Case study, presentation, discussions, literature review, grammar exercises, audio-visual comprehension activities
<b>Method of Assessment</b>	Final examination – written and oral
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• understand a practical, communications-related task in the form of a specialist case study or a briefing on a research topic in English</li> <li>• 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</li> <li>• work on, analyze and discuss the Communication Case Study in groups</li> <li>• 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</li> </ul>
<b>Content</b>	English-language case study related to communications studies and day-to-day business practice.
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Communication, Marketing &amp; Sales in European Markets</b>
<b>German Course Title</b>	<b>Communication, Marketing &amp; Sales in European Markets</b>

<b>Degree Program</b>	<b>Communications Management (KOMM)/Bachelor</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 4
<b>Semester in Curriculum</b>	6th Semester
<b>Method of Instruction</b>	Lectures; case studies; team tasks
<b>Method of Assessment</b>	Final examination; Final presentation
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• discuss selected examples of the latest developments, trends and problems in the EU, in particular demographic trends (such as ageing and migration), developments affecting business, politics and society (e.g., market regulation, anti-corruption measures and alternative economic models) and developments in trade relations (e.g., current trade disputes between the EU and non-EU states, and trade imbalances within the EU)</li> <li>• understand the economic policies adopted in response to these selected developments</li> <li>• identify the implications of economic and social policy developments for individual companies, and devise potential responses (especially in relation to communications, marketing and sales)</li> <li>• assess and overcome the challenges associated with collaboration in intercultural teams</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Demographic trends in the EU (e.g., ageing and migration), economic policy approaches and their impacts on company communications policies, marketing and sales</li> <li>• Trends affecting business, politics and society in Europe and elsewhere (e.g., current market regulation policies, anti-corruption measures and alternative economic measures) and companies' responses to them, in particular with regard to communications, marketing and sales</li> <li>• The latest developments in trade relations (e.g., current trade disputes between the EU and non-EU states, and intra-European problems) and their significance for corporate communications policies, marketing and sales</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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

**Needs to be chosen together with the course:**  
**Global Events & Development in Practice**

<b>Course Title</b>	<b>Global Events &amp; Development in Practice</b>
<b>German Course Title</b>	<b>Global Events &amp; Development in Practice</b>

<b>Degree Program</b>	<b>Journalism &amp; Media Management (JOUR)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.5
<b>Semester in Curriculum</b>	4th Semester
<b>Method of Instruction</b>	Lecture (possibly field trips), practice elements, project work, and discussions
<b>Method of Assessment</b>	Exercises, project work and short oral examination
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• discuss and analyze pieces of work from renowned journalists and media representatives on topics covered in the course “Global Events and Developments: Theory”</li> <li>• 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</li> </ul>
<b>Content</b>	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).
<b>Literature</b>	Will be announced during the lecture

**Needs to be chosen together with the course:**  
**Global Events & Development in Theory**

<b>Course Title</b>	<b>Media Ethics</b>
<b>German Course Title</b>	<b>Media Ethics</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, group work, discussion
<b>Method of Assessment</b>	Case study
<b>Course objectives</b>	Being able to diagnose, judge and (ideally) solve moral problems associated with the production, distribution and reception of mass media content by using ethically reflected arguments
<b>Content</b>	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.
<b>Literature</b>	<ul style="list-style-type: none"> <li>• “The Cambridge Dictionary of Philosophy” (Cambridge University Press 1999)</li> <li>• “The Blackwell Guide to Ethical Theory” (Wiley-Blackwell 2000)</li> <li>• “Ethics of Media” (Palgrave Macmillan 2013; edited by Nick Couldry, Mirca Madianou, Amit Pinchevski)</li> <li>• “The Blackwell Encyclopedic Dictionary of Business Ethics” (Wiley-Blackwell 1999)</li> <li>• “Corporate Governance and Ethics” (Wiley 2008)</li> </ul> <p>YOU WILL GET AN ELABORATED SCRIPT BY THE LECTURER. IT IS THE BASIS OF THE LECTURE AND USEFUL FOR THE EXAM (CASE STUDY).</p>

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

<b>Course Title</b>	<b>Media Strategy &amp; Planning</b>
<b>German Course Title</b>	<b>Media Strategy &amp; Planning</b>
<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, In-class activities, Group work
<b>Method of Assessment</b>	On-going assignments; Final Exam in form of a presentation
<b>Course objectives</b>	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.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Media Business Overview &amp; Terminology: Relationships &amp; Media agency role, Media terminology, Media math (metric formulas), Advertising in media</li> <li>• Understanding the Planning Process: Media channels, Audiences/Targeting, Media measurement, Media types, Strengths &amp; weaknesses, Advertising formats</li> <li>• Theory, Strategies &amp; Client Brief: Briefing to execution, Planning tools and services, Media strategies by business situation, Media strategies by task, Local market media strategies, Strategic reach &amp; frequency, Strategic planning, Creative media planning, Real world barriers to media strategy</li> <li>• Market Analysis</li> <li>• Target Analysis</li> <li>• Strategy &amp; Channel Selection</li> <li>• Setting Goals / Planning</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>Mobile Reporting</b>
<b>German Course Title</b>	<b>Mobile Reporting</b>

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

<b>Course Title</b>	<b>Public Relations</b>
<b>German Course Title</b>	<b>Public Relations</b>

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



<b>Course Title</b>	<b>Public Relations, Crisis Management and Media Training</b>
<b>German Course Title</b>	<b>Public Relations, Crisis Management and Media Training</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Highly interactive, bringing theory and best practice to life through case studies and creative projects. Material: Reading lists, handouts and video clips.
<b>Method of Assessment</b>	One assignment, one presentation, class participation and then final exam (which has to be passed in order to pass the course)
<b>Course objective</b>	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.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Communication: Verbal, non-verbal, visual, electronic</li> <li>• Media and Society: National and cultural differences, influence of various channels (Student contribution)</li> <li>• Integrated Communications: Defining and creating The 'voice' of a brand or organization.</li> <li>• Public Relations: Defining PR, PR in the Marketing mix, roles in Business, Government, NGOs, Not-for-profit, Advocacy, Lobbying PR Strategy: Process, Tools (e.g. Proactive initiatives, Press Release, Events)</li> <li>• Planning and implementing Crisis Management: Preparation, Protocols, Stakeholder Communication Media Training: Effective Communication, Messaging, Interview techniques, Dealing with the media</li> </ul>
<b>Literature</b>	<ul style="list-style-type: none"> <li>• The PR Style Guide, Barbara Diggs-Brown</li> <li>• PR Kit for Dummies, Eric Yaverbaum</li> <li>• Planning and Managing Public Relations Campaigns, Anne Gregory</li> </ul>

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

<b>Course Title</b>	<b>Radio &amp; Audio</b>
<b>German Course Title</b>	<b>Radio &amp; Audio</b>

<b>Degree Program</b>	<b>Content Production &amp; Digital Media Management (JOCOBA)/Bachelor</b>
<b>Credits</b>	1 ECTS
<b>Hours</b>	18 semester weeks/UPW 1
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Lecture with exercises, workshop in small groups and project work; if applicable involvement of e-learning (20 %) and blended learning elements
<b>Method of Assessment</b>	Final examination
<b>Course objectives</b>	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> <li>• provide a brief overview of the significance and development of the audio field in the context of new media; describe the current situation</li> <li>• describe and discuss the key aspects and production tasks of radio journalism with reference to real examples</li> <li>• name listener needs</li> <li>• describe deployment and formats (radio, Internet radio, podcasts, streaming, etc.)</li> <li>• produce radio news (from short pieces to interviews to full broadcasts)</li> <li>• state the differences, defining features and the potential of radio, Internet radio, digital radio and podcasts; analyze them with reference to examples</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Basics of radio/audio media: key concepts, structures, developments etc.</li> <li>• Formats and types of programming in online media (Internet radio, digital radio, podcasting)</li> <li>• Listener needs and segmentation</li> <li>• Elements of an audio piece (creative production: concept, structure and scripting, presenting, pre-recorded content, atmosphere)</li> <li>• Production and recording technology (from recording to editing)</li> <li>• Voice skills (language and voice use)</li> <li>• Creative production (presenting, adapting pre-recorded content)</li> <li>• Approval and correction</li> </ul>
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Social Media Basics</b>
<b>German Course Title</b>	<b>Social Media Basics</b>

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

<b>Course Title</b>	<b>Social Media Marketing: From Strategy To Execution</b>
<b>German Course Title</b>	<b>Social Media Marketing: From Strategy To Execution</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/Units per Week 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Interactive lectures by the professor, group work, class-room discussions, analysis of social media strategies, campaigns and best practices, guest speakers via Skype and/or in-person
<b>Method of Assessment</b>	Active cooperation in class, quizzes, group work, final test
<b>Course objective</b>	<p>Students will learn:</p> <ul style="list-style-type: none"> <li>• how to set realistic objectives</li> <li>• how to set-up a social media marketing strategy from scratch</li> <li>• how to acquire customers through various social media channels</li> <li>• how to run, track and optimize social media campaigns</li> <li>• how companies, from start-ups to industry-leading corporations, use social media to increase their brand awareness and revenue</li> </ul>
<b>Content</b>	The course is split into 5 units. All units are hands-on as well as results-oriented and provide the students a holistic understanding of the current state of successful social media marketing.
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>Special Topic</b>
<b>German Course Title</b>	<b>Special Topic</b>

<b>Degree Program</b>	<b>Content Production &amp; Digital Media Management (JOCOBA)/Bachelor</b>
<b>Credits</b>	2.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.5
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Continuous assessment with graded presentations/project work
<b>Method of Assessment</b>	Project work and/or oral examination
<b>Course objectives</b>	<p>After the completion of this module students are able to:</p> <ul style="list-style-type: none"> <li>• recognize, identify, and discuss topics and challenges in journalism (with a focus on digital media)</li> <li>• describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s).</li> <li>• critically analyze, discuss, and evaluate journalistic products (with a focus on digital media)</li> <li>• present arguments for one's results in a transparent, systematic manner</li> </ul>
<b>Content</b>	The course focuses on new media developments in the media sector, exploring current topics and trends. This may include technical aspects and their impact, as well as specific societal, economic, and socio-political issues. Current international developments and/or trends will be covered, along with their influence on the European and/or Austrian media market(s).
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>User Interface Design &amp; Usability</b>
<b>German Course Title</b>	<b>User Interface Design &amp; Usability</b>

<b>Degree Program</b>	<b>Content Production &amp; Digital Media Management (JOCOBA)/Bachelor</b>
<b>Credits</b>	0.5 ECTS
<b>Hours</b>	18 semester weeks/UPW 0.5
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Lecture with readings, exercises and discussions
<b>Method of Assessment</b>	Final examination in three sections (in the form of tests and/or papers)
<b>Course objectives</b>	<p>Upon successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> <li>• understand, conceptualize, and design user interface and navigation</li> <li>• arrange design elements in an intuitive, logical manner</li> <li>• use the KISS formula</li> <li>• understand and apply usability criteria</li> <li>• render content credible</li> <li>• incorporate accessibility into the design</li> <li>• have an overview of user interfaces (man-machine interfaces)</li> <li>• design a seamless navigation experience</li> <li>• understand communications objectives and design projects accordingly</li> </ul>
<b>Content</b>	This course covers the fundamentals of user interface design for Internet and mobile-based services. In addition to an introduction to human-machine interfaces and ergonomics, students learn the fundamentals of performance measurement, log analyses, and usability testing.
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Models of Integrated Communication Management 3</b>
<b>German Course Title</b>	<b>Modelle Integriertes Kommunikationsmanagement 3</b>

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

<b>Course Title</b>	<b>Models of Integrated Communication Management 4</b>
<b>German Course Title</b>	<b>Modelle Integriertes Kommunikationsmanagement 4</b>
<b>Degree Program</b>	<b>Communications Management (KOMM)/Master</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.5
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Continuous assessment
<b>Method of Assessment</b>	Final exam
<b>Course objectives</b>	<p>Upon completion of this module, students will have demonstrated that they are able to:</p> <ul style="list-style-type: none"> <li>• independently carry out basic analysis using various company data and statistics</li> <li>• interpret the results of this analysis using the IMC model and – on that basis – make strategic communications decisions</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Introduction to and examination of marketing theory-based models of integrated communication (e.g. IMC model)</li> <li>• Detailed discussion of classification of theoretical models and their practical application</li> <li>• Calculating and evaluating market data and interpreting their implications for communications strategies</li> </ul>
<b>Literature</b>	Will be announced during the lecture



<b>Course Title</b>	<b>Special Topic: Media Economics</b>
<b>German Course Title</b>	<b>Special Topic: Media Economics</b>
<b>Degree Program</b>	<b>Journalism &amp; Media Management (JOUR)/Master</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 0.5
<b>Semester in Curriculum</b>	4th Semester
<b>Method of Instruction</b>	Continuous assessment
<b>Method of Assessment</b>	Final exam
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media)</li> <li>• describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s)</li> <li>• critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner</li> </ul>
<b>Content</b>	The course focuses on developments in the media sector, exploring current topics and trends concerning economic aspects. This includes specific economic issues. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Special Topic: Media Politics</b>
<b>German Course Title</b>	<b>Special Topic: Media Politics</b>

<b>Degree Program</b>	<b>Journalism &amp; Media Management (JOUR)/Master</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 0.5
<b>Semester in Curriculum</b>	4th Semester
<b>Method of Instruction</b>	Continuous assessment
<b>Method of Assessment</b>	Final exam
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media)</li> <li>• describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s)</li> <li>• critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner</li> </ul>
<b>Content</b>	The course focuses on developments in the media sector, exploring current topics and trends concerning political aspects. This includes specific societal and socio-political issues. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Special Topic: Media Systems</b>
<b>German Course Title</b>	<b>Special Topic: Media Systems</b>

<b>Degree Program</b>	<b>Journalism &amp; Media Management (JOUR)/Master</b>
<b>Credits</b>	1.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 0.5
<b>Semester in Curriculum</b>	4th Semester
<b>Method of Instruction</b>	Continuous assessment
<b>Method of Assessment</b>	Final exam
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• recognise, identify, and discuss topics and challenges in journalism (with a focus on digital media)</li> <li>• describe international developments and discuss them in terms of their significance for developments in the European and/or Austrian media sector(s)</li> <li>• critically analyse, discuss, and evaluate journalistic products (with a focus on digital media) as well as present arguments for one's results in a transparent, systematic manner</li> </ul>
<b>Content</b>	The course focuses on developments in the media sector, exploring current topics and trends concerning structural aspects. This includes technical aspects and their impact. Current international developments and/or trends will be covered, along with their influence on the Global, European and/or Austrian media market(s).
<b>Literature</b>	Will be announced during the lecture

# Finance, Taxation and Controlling

<b>Course Title</b>	<b>Banking and Movement of Capital</b>
<b>German Course Title</b>	<b>Banking and Movement of Capital</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/Units per Week 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Interactive lecture, in-class individual presentation; active class discussions, group exercises and group project
<b>Method of Assessment</b>	Group project and presentation (30 %); final exam (70 %)
<b>Course objective</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• describe and demonstrate the functioning of local and regional banking systems,</li> <li>• understand the role of the banking industry as the channel of monetary policy and critically evaluate the implications of banking regulations and corresponding challenges,</li> <li>• understand the sources of global capital flows including international financial institutions, such as the World Bank and International Monetary Fund,</li> <li>• understand the mechanisms how banks gauge against credit and interest-rate risks.</li> </ul>
<b>Content</b>	<p>The course is designed to understand the role of the banking industry in managing local and global capital movements and the implications of such flows of capital to business performances. The course also deals with the changing nature of the global banking industry and corresponding global banking regulations.</p> <p>Generally, the course will deal with the following important issues:</p> <ul style="list-style-type: none"> <li>• the design of the global financial system,</li> <li>• typologies of the global banking industry (retail, commercial, wholesale and investment banking),</li> <li>• global banking policies and regulation as well as their challenges,</li> <li>• understanding banks' balance sheet,</li> <li>• managing and funding the bank,</li> <li>• risk management in the banking industry,</li> <li>• international banking system.</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>Business Strategy and Strategic Controlling</b>
<b>German Course Title</b>	<b>Business Strategy and Strategic Controlling</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, Group work
<b>Method of Assessment</b>	Final examination, group work
<b>Course objectives</b>	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.
<b>Content</b>	<p>Business Management – What is it, what business are we in?</p> <ul style="list-style-type: none"> <li>• Analysis – Choice/Options/Implementation - Phases within the Strategy process</li> <li>• Vision and Mission (Ashridge)</li> <li>• Goals and Objectives</li> <li>• Corporate Governance (CSR, Sustainability)</li> <li>• What is the basic goal of strategic management – sustainable competitive advantage</li> <li>• What are the stakeholders for a company?</li> <li>• Primary (Employees, Customers, Suppliers, Competition, Shareholders)</li> <li>• Secondary (Banks, Unions, State, Interest groups, Media, ...)</li> <li>• Market-driven vs. resource-based strategy</li> <li>• What is the market providing?</li> <li>• What does the company possess (Resources &amp; Capabilities)</li> <li>• Value chain analysis</li> <li>• How can the company grow? (vertical, horizontal)</li> <li>• Supply chain (basic)</li> <li>• 'Generic' strategies (Ansoff, Porter)</li> <li>• Organizational Culture, Structure, Control Systems within an organization</li> </ul>
<b>Literature</b>	Grant, Contemporary Strategic Analysis, Blackwell, 6th ed.

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

<b>Course Title</b>	<b>Capital Markets</b>
<b>German Course Title</b>	<b>Capital Markets</b>

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

<b>Course Title</b>	<b>Corporate Finance</b>
<b>German Course Title</b>	<b>Corporate Finance</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lectures, case studies
<b>Method of Assessment</b>	Final examination
<b>Course objectives</b>	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.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Introduction to CF, Time Value of money, Investment decision rules</li> <li>• Basics of Capital Budgeting, Cash Flow Estimation, Capital Structure, Equity vs. Debt Financing</li> <li>• Leverage Effect - Debt &amp; Taxes</li> <li>• Long Term Financing: Sources of Funding, Debt Financing, Leasing, Derivatives, Interest Rate Risk, Exchange rate Risk</li> <li>• Short Term Financing: Working Capital Management</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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



<b>Course Title</b>	<b>International Accounting</b>
<b>German Course Title</b>	<b>International Accounting</b>

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

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

<b>Course Title</b>	<b>Investment and Financing</b>
<b>German Course Title</b>	<b>Investition und Finanzierung</b>

<b>Degree Program</b>	<b>Entrepreneurship (UF)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Lectures and practical examples
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	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, and to interpret their results. Finally, the student has the ability to explain the principles of finance management.
<b>Content</b>	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
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Quantitative Methods for Business Administration (with Excel)</b>
<b>German Course Title</b>	<b>Quantitative Methoden der Betriebswirtschaftslehre (mit Excel)</b>

<b>Degree Program</b>	<b>Entrepreneurship (UF)/Bachelor</b>
<b>Credits</b>	2.5 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Written examination, case studies (individual and group work), mid-term test
<b>Method of Assessment</b>	Continuous assessment (with a written examination)
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• categorize statistical methods according to their applications in descriptive and inferential statistics</li> <li>• solve quantitative operational problems by applying suitable mathematical and statistical methods</li> <li>• use mathematical and statistical functions and formulas in Excel</li> </ul>
<b>Content</b>	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.
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Special Forms of Corporate Financing</b>
<b>German Course Title</b>	<b>Sonderformen der Unternehmensfinanzierung</b>
<b>Degree Program</b>	<b>Entrepreneurship (UF)/Bachelor</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	4th Semester
<b>Method of Instruction</b>	Case studies (individual and group work), mid-term test
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• describe special forms of financing, and assess their respective advantages</li> <li>• assess the advantages and disadvantages of stock exchange listings</li> <li>• describe the motives for and the process of going public</li> <li>• explain the function of derivative financial instruments, and their advantages and disadvantages</li> <li>• consider a company's ideal capital structure</li> <li>• draw up financial and liquidity plans aimed at preserving a balanced financial structure</li> </ul>
<b>Content</b>	Going public, leasing, factoring, project finance, business angles, 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
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Special Issues in International Reporting</b>
<b>German Course Title</b>	<b>Sonderfragen der internationalen Rechnungslegung</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Bachelor</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	6th Semester
<b>Method of Instruction</b>	Integrated course
<b>Method of Assessment</b>	Mid-term performance/examination
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• identify the various sections of, prepare and interpret IAS/IFRS annual financial statements</li> <li>• analyze and assess IAS/IFRS annual financial statements</li> </ul>
<b>Content</b>	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
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Financial Engineering</b>
<b>German Course Title</b>	<b>Financial Engineering</b>
<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Master</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Frontal teaching, supplemented by discussions and case study review
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• identify securitised financial products as such; explain the securitisation process 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</li> <li>• identify structured finance products as such; understand the key components of structured financial products and evaluate them using well-known models; understand special types of product, including guaranteed capital and quanto-structured products, and design them using examples; identify and critically assess the aspects of structured finance products related to risk analysis</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Definition, market overview, rationale, basic principles of securitisation</li> <li>• Securitisation structures: Asset-backed securities (ABSs) and collateralised debt obligations (CDOs) – structure and pricing</li> <li>• Interest rate and credit default swaps (structure, pricing)</li> <li>• Synthetic CDOs and related instruments (overview)</li> <li>• Project financing</li> <li>• Structured product design</li> <li>• Basic components of zero-coupon/stripped bonds Yield to maturity (YTM) and duration Risk-free interest rates Bonds: risk analysis vs. yield Interest rate swaps, total return swaps</li> <li>• Standard options, exotic options, standard swaps, exotic swaps, swaptions</li> <li>• Investment strategies and replication</li> <li>• Capital guarantee certificates, quanto structures (foreign exchange)</li> <li>• Examples and term sheets</li> <li>• Aspects of risk analysis</li> </ul>
<b>Literature</b>	Will be announced during the lecture.

<b>Course Title</b>	<b>Financial Planning, Performance and Control</b>
<b>German Course Title</b>	<b>Financial Planning, Performance and Control</b>
<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Master</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Lecture, case studies
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• differentiate between the terms “Management Accounting” and “Controlling”, and develop corresponding systems</li> <li>• recognize and apply the key instruments and tools of management accounting, especially in the above-mentioned areas</li> <li>• understand and apply the international standard terms and indicators that are used in international controlling.</li> <li>• take the international CMA examination</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• External Financial Reporting Decisions</li> <li>• Planning, Budgeting and Forecasting</li> <li>• Performance Management</li> <li>• Cost Management</li> <li>• Internal Controls</li> </ul>
<b>Literature</b>	Will be announced during the lecture.

<b>Course Title</b>	<b>Monetary Economics</b>
<b>German Course Title</b>	<b>Monetary Economics</b>

<b>Degree Program</b>	<b>Finance, Accounting &amp; Taxation (FIRST)/Master</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Lecture, case studies
<b>Method of Assessment</b>	Final exam
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• explain the fundamental concepts of macroeconomics,</li> <li>• name key economic problems in developed countries, specifically unemployment, budget deficit and national debt, to substantiate these problems and to critically discuss the various approaches to solving them,</li> <li>• describe the crisis since 2007 and discuss the various theories on its origins</li> <li>• interpret the key problems of the global economy, specifically the exchange rates, oil price, inflation dynamics and interest rate movements,</li> <li>• explain various aspects regarding the dynamics of the financial markets</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Basic microeconomics, links to macroeconomics</li> <li>• Macroeconomic models: monetary models, money politics</li> <li>• Applied Macroeconomics: main problems in the developed countries, unemployment, budget deficit and national debt</li> <li>• Applied Macroeconomics: the biggest crises since 2007</li> <li>• Applied Macroeconomics: exchange rates, oil price and inflation momentum, interest system</li> <li>• Applied Macroeconomics: international financial crises, budget deficits, location determination in the development cycle</li> <li>• Dynamics of the financial markets: theoretical foundations: Market efficiency versus bull &amp; bear hypothesis, instruments, transaction dynamics</li> <li>• Dynamics and models of the financial markets: dynamics of exchange rates, raw material prices and interest rates. Speculative system models: profitability, price (feedback) effects, Minsky dynamics</li> <li>• Economic policy</li> </ul>
<b>Literature</b>	Will be announced during the lecture.



# General Management

<b>Course Title</b>	<b>Academic Research and Empirical Social Research</b>
<b>German Course Title</b>	<b>Wissenschaftliches Arbeiten und empirisches Arbeiten</b>

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

<b>Course Title</b>	<b>Business Ethics</b>
	<b>Opportunities &amp; Potentials vs. Limits &amp; Threats</b>
<b>German Course Title</b>	<b>Business Ethics</b>
	<b>Opportunities &amp; Potentials vs. Limits &amp; Threats</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, case studies, and discussion
<b>Method of Assessment</b>	Case studies
<b>Course objectives</b>	<p>After this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• understand ethical issues faced by small and large businesses;</li> <li>• address the relation between marketing and ethics;</li> <li>• identify how businesspeople can handle ethical dilemmas;</li> <li>• identify conflicts of interest and manage a balanced approach to the diverse interests of the different stakeholders (company, investors, employees, board members, suppliers...);</li> <li>• apply methods of organizational behavior and responsible business management;</li> <li>• establish a company's ethical culture;</li> <li>• implement ethical conduct in the workplace;</li> <li>• determine the relationship between ethics and profits;</li> <li>• understand compensation schemes.</li> </ul>
<b>Content</b>	<p>The course provides sound knowledge with regard to a business oriented approach to Business Ethics, its relation to Corporate Governance, its applicability and its limits.</p> <p>It will also show the dos and don'ts of management from an ethical and corporate governance point of view.</p>
<b>Literature</b>	<ul style="list-style-type: none"> <li>• Business Ethics and Values, Prof Alan Lovell &amp; Colin Fisher, 2nd edition, 2005</li> <li>• Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Andrew Crane &amp; Dirk Matten, 2006</li> <li>• Business Ethics, Bob Tricker &amp; Gretchen Tricker, 2013</li> <li>• Business Ethics in Practice Paperback, Simon Robinson &amp; Paul Dowson, 2012</li> <li>• OECD Principles of Corporate Governance  <a href="http://www.oecd-ilibrary.org/docserver/download/2615021e.pdf?expires=1471267177&amp;id=id&amp;accname=guest&amp;checksum=5BE8FF7CE1143F2F6F0745E0005563B4">http://www.oecd-ilibrary.org/docserver/download/2615021e.pdf?expires=1471267177&amp;id=id&amp;accname=guest&amp;checksum=5BE8FF7CE1143F2F6F0745E0005563B4</a></li> <li>• Austrian Code of Corporate Governance (2015)  <a href="http://www.corporate-governance.at/pdf/CG_Kodex_EN_Jaenner_2015_v3.pdf">http://www.corporate-governance.at/pdf/CG_Kodex_EN_Jaenner_2015_v3.pdf</a></li> <li>• German Corporate Governance Code (2015)  <a href="http://www.ecgi.org/codes/documents/cg_code_germany_5may2015_en.pdf">http://www.ecgi.org/codes/documents/cg_code_germany_5may2015_en.pdf</a></li> <li>• UK-Corporate-Governance-Code (2014)  <a href="http://www.ecgi.org/codes/documents/uk_cgcode_sept2014_en.pdf">http://www.ecgi.org/codes/documents/uk_cgcode_sept2014_en.pdf</a></li> </ul>

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- Green Paper: Corporate governance in financial institutions and remuneration policies; European Commission 02/06/2010  
<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:0284:FIN:EN:PDF>

SECONDARY LITERATURE:

- Corporate Policy and Governance: How Organizations Self-organize, Malik (2012)
  - Corporate Governance and Accountability, Jill Solomon (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

<b>Course Title</b>	<b>Business Ethics</b>
<b>German Course Title</b>	<b>Unternehmensethik</b>

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

<b>Course Titel</b>	<b>Change Management</b>
<b>German Course Title</b>	<b>Change Management</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	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.
<b>Method of Assessment</b>	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.
<b>Course objectives</b>	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.
<b>Content</b>	<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>
<b>Literature</b>	<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

<b>Course Title</b>	<b>Company Simulation</b>
<b>German Course Title</b>	<b>Unternehmenssimulation</b>

<b>Degree Program</b>	<b>Entrepreneurship (UF)/Bachelor</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 3.0
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Integrated module
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• identify interest groups of relevance to a company</li> <li>• identify and assess strategic options at a company and business segment level</li> <li>• make procurement and investment decisions based on relevant calculations, and critically assess the impact of these decisions on the annual financial statement</li> <li>• critically assess financing options and predict their impacts on the annual financial statement</li> <li>• make decisions about the marketing mix and critically assess the impact of these decisions on the annual financial statement</li> <li>• make and critically assess human resources management decisions</li> <li>• post simple transactions and depreciation entries</li> <li>• prepare an annual financial statement and analyze it with the help of performance indicators</li> <li>• 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</li> <li>• identify and explain the elements of a cost account</li> <li>• prepare for decisions about taking on new contracts with the help of the contribution margin</li> <li>• understand the links between the different areas of internal and external accounting</li> <li>• find solutions to operational problems as part of a team and debate them with others.</li> <li>• prepare a report in English and present it at a meeting</li> </ul>
<b>Content</b>	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
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Cross-Cultural Management</b>
<b>German Course Title</b>	<b>Cross-Cultural Management</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/Units per Week 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Interactive lecture, experiential exercises, role plays, presentation
<b>Method of Assessment</b>	Final report, exam
<b>Course objective</b>	<p>The course aims to:</p> <ul style="list-style-type: none"> <li>• provide students with a conceptual, theoretical and practical knowledge of intercultural management concepts and theory</li> <li>• review existing literature and theory in the field of inter- and cross-cultural management</li> <li>• understand the challenges of intercultural management</li> <li>• help participants to understand the theoretical foundation of managing an international workforce in a multinational corporation, its processes, tools and implementation within corporations</li> <li>• discuss the relevance of diversity in multinational corporations and during internationalization processes</li> <li>• provide a basic foundation to enable the student to understand, analyze and make appropriate strategic choices in a multi-cultural workplace and to apply intercultural skills in concrete situations</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• The concept of culture</li> <li>• Cultural differences and concepts</li> <li>• Culture shock and stress</li> <li>• Cross-cultural management styles, communication, and leadership</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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



<b>Course Title</b>	<b>Current topics in tourism</b>
<b>German Course Title</b>	<b>Current topics in tourism</b>

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

<b>Course Title</b>	<b>Economics</b>
<b>German Course Title</b>	<b>Economics</b>

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

<b>Course Title</b>	<b>Elective in Social &amp; Entrepreneurial Skills</b>
<b>German Course Title</b>	<b>Wahlpflichtfach 1 (Soft Skills)</b>

<b>Degree Program</b>	<b>Entrepreneurship (UF)/Bachelor</b>
<b>Credits</b>	2.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.0
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Lecture, group work, case studies, workshop, discussion, reflection, roleplays
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• be aware of and reflect upon their own behaviour patterns</li> <li>• develop professional behaviour that centres on respect, reflective ability and taking a solutions-orientated approach with themselves and others</li> <li>• understand the basic principles of verbal and nonverbal communication and apply them in practice</li> <li>• use rhetorical and presentation techniques effectively</li> <li>• identify conflicts at an early stage, analyze them and implement resolution measures</li> <li>• prioritize a healthy work-life balance as a personal goal</li> <li>• develop learning strategies</li> <li>• develop strategies for problem-solving and for personal success, and implement them for themselves and others</li> <li>• combine the skills learned in the various elective modules and appraise the importance of them for their future career</li> </ul>
<b>Content</b>	Introduction to communications, body language, presentation techniques, learning strategies, work-life balance, entrepreneurial skills
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Foreign Trade</b>
<b>German Course Title</b>	<b>Foreign Trade</b>

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

<b>Course Title</b>	<b>International Hotel Management</b>
<b>German Course Title</b>	<b>International Hotel Management</b>

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

<b>Course Title</b>	<b>Human Resource Management and Organization</b>
<b>German Course Title</b>	<b>Personalmanagement und Organisation</b>

<b>Degree Program</b>	<b>Entrepreneurship (UF)/Bachelor</b>
<b>Credits</b>	6.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 4.0
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Integrated module
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• define theoretical principles of human resources management and change management, and highlight the important role that human resources play in change processes</li> <li>• identify the tasks and functions of human resources management and analyze them in the context of case studies</li> <li>• apply the change management tools covered in the module to case studies</li> <li>• analyze the impact of change processes on organizational culture</li> <li>• highlight the links between various organizational theories, organizational structure and organizational change</li> <li>• identify various management styles and understand the management theories which they are based on</li> </ul>
<b>Content</b>	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.
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Intercultural Management</b>
<b>German Course Title</b>	<b>Interkulturelles Management</b>

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

<b>Course Title</b>	<b>International Business – Understanding international context, identifying business opportunities</b>
<b>German Course Title</b>	<b>International Business – Understanding international context, identifying business opportunities</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Interactive course; high level of involvement and preparation required Adult learning techniques and self-directed learning; exercises and role plays; case studies and instructional material; class discussion
<b>Method of Assessment</b>	Two Assignments and one final written examination
<b>Course objectives</b>	<p>This course is based on the premise that as national economies are merging into an interdependent, integrated global economic system, there are enormous opportunities for companies and individuals to identify opportunities and niche markets to develop small businesses in foreign countries.</p> <p>The objective of the course seeks to develop an ability to analyze international business opportunities from a strategic perspective. In addition, it aims to provide participants with the knowledge and skills to manage business in a complex and foreign environment, and provides an overview of the international economic and cultural frameworks within which international businesses have to operate.</p> <p>Upon completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• explain globalization, the drivers and the changing global economy of the 21<sup>st</sup> century, including the position of Austria in the international business context</li> <li>• recognize and explain the major international institutional and financial influences on international business operations and management</li> <li>• recognize, explain and predict the impact of cultural and environmental influences on the management of international enterprises and foreign operations</li> <li>• describe international planning and controlling practices, and apply alternative market entry options and strategies (including alliances)</li> <li>• identify and explain the main characteristics of the operations, marketing, finance, accounting and tax management and human resource functions of organizations in an international context</li> <li>• research, evaluate and select a country to prepare a profile for potential market entry</li> <li>• analyze and synthesize national and international environmental data to develop recommendations and strategy for a company or an individual market entry.</li> </ul>
<b>Content</b>	International Business and Globalization; World Trade and Investment Theory and Practice; International Financial Systems and Environment; Economic Environment; Political and Legal Environment; Culture Environment; Strategy for International Business; Entry Strategies and Strategic Alliances for Foreign Markets; Organization Design and Control;



	International Human Resource Management; International Marketing and Production/Operations and Logistics; International Financial Management, Accounting and Taxation
<b>Literature</b>	<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

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

<b>Course Title</b>	<b>International Tourism</b>
<b>German Course Title</b>	<b>International Tourism</b>

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

<b>Course Title</b>	<b>Macroeconomics</b>
<b>German Course Title</b>	<b>Makroökonomie</b>

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

<b>Course Title</b>	<b>New Product Development and Innovation</b>
<b>German Course Title</b>	<b>New Product Development and Innovation</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/Units per Week 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Interactive lecture, active class discussions, group exercises and group project, guest speaker on product innovation (if possible to organize)
<b>Method of Assessment</b>	Group project and presentation (30 %), Final exam (70 %)
<b>Course objective</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• evaluate the innovative potential of a company, an organisation, or a team</li> <li>• apply the methods and tools of innovation management</li> <li>• find allies in the innovative process</li> <li>• communicate ideas, concepts, and solutions to internal and external partners in the process</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• New Product Development (NPD)</li> <li>• Internal versus external product and technology development strategies</li> <li>• Cross-Industry Innovation</li> <li>• New product development in the digital world</li> </ul>
<b>Literature</b>	<p>Recommended book:</p> <p>Garry D. Bruton &amp; Margaret Alice White. Strategic Management of Technology and Innovation – ISBN: 9780538481731</p>

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

<b>Course Title</b>	<b>Real Business Simulation</b>
<b>German Course Title</b>	<b>Real Business Simulation</b>
<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Group work
<b>Method of Assessment</b>	Assessment by course work
<b>Course objectives</b>	<p>Upon completion of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• understand all levels of their company and take the right management decisions</li> <li>• see the complex responsibilities of the company's success</li> <li>• understand the details of financial and cost accounting</li> <li>• evaluate finance and investments</li> <li>• understand the needs of working aligned to the chosen strategy</li> <li>• evaluate the benefit of managerial accounting systems</li> <li>• develop their own ratios and take decisions from their information systems</li> <li>• better communicate the need for planning and budgeting</li> <li>• realize the value of their company and how to manage it</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Accounting and Balance Sheet</li> <li>• Financial Statement Analyzes and Corporate Ratios</li> <li>• Cash Management and Treasury</li> <li>• Process Management and Flow of Capital</li> <li>• Finance and Investment Decisions</li> <li>• Cost Accounting</li> <li>• Marketing and Pricing</li> <li>• Strategic Management</li> <li>• Value Management and Shareholder Value</li> <li>• Company Evaluation</li> </ul> <p>Real Business allows for the development of:</p> <ul style="list-style-type: none"> <li>• a common culture among the team</li> <li>• an understanding of different cultural backgrounds</li> <li>• a common language and communication style</li> <li>• roles as well as strengths of each participant</li> <li>• respect for different approaches in problem solving</li> <li>• concept of risk utility function</li> <li>• practical case study</li> </ul>
<b>Literature</b>	none

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

<b>Course Title</b>	<b>Ethics, Sustainability and CSR</b>
<b>German Course Title</b>	<b>Ethics, Sustainability and CSR</b>

<b>Degree Program</b>	<b>Organizational &amp; Human Resources Development (PWOE)/Master</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Lectures, exercises, case-based learning, project, e-learning, presentations, individual study and group work
<b>Method of Assessment</b>	Final written examination
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• describe the general relationships between ethics, the private sector, society and politics, in particular with regard to responsibility-related issues</li> <li>• systematically analyze and discuss ethical questions in management and consulting</li> <li>• identify the main CSR requirements facing a company</li> <li>• describe basic approaches to corporate governance and business ethics</li> <li>• apply and implement selected CSR management approaches to organizational and human resources development in day-to-day practice</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Introduction to corporate governance and business ethics</li> <li>• Employees as stakeholders, working conditions</li> <li>• Compliance and integrity management, employees' ethical rights and duties, whistle-blowing</li> <li>• Corporate responsibility (with regard to entrepreneurs and managers)</li> <li>• Selected theories, e.g. principal-agent theory, shareholder value theory, stakeholder theory and the triple bottom line</li> <li>• Strategic CSR management</li> <li>• Ethical leadership</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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



<b>Course Title</b>	<b>Strategic Management</b>
<b>German Course Title</b>	<b>Strategisches Management</b>
<b>Degree Program</b>	<b>Entrepreneurship – Executive Management (UF)/Master</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 1.5
<b>Semester in Curriculum</b>	2nd Semester
<b>Method of Instruction</b>	Lecture, review and presentation of case studies and practical tasks, group discussions
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• describe the differences, relationships and interdependencies between strategic and operational management</li> <li>• explain various theoretical concepts and practical approaches to devising strategy</li> <li>• evaluate the advantages and disadvantages of strategic models</li> <li>• describe the methods employed in a comprehensive strategy process in a self-directed manner</li> <li>• organize and manage their own targeted strategy or restructuring projects using sound methodology, and make subsequent recommendations</li> </ul>
<b>Content</b>	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
<b>Literature</b>	Will be announced during the lecture

# Marketing and Sales

<b>Course Title</b>	<b>Current Sales Issues &amp; Distribution Channels</b>
<b>German Course Title</b>	<b>Current Sales Issues &amp; Distribution Channels</b>

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

<b>Course Title</b>	<b>Customer Orientation</b>
<b>German Course Title</b>	<b>KundInnenorientierung</b>

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

<b>Course Title</b>	<b>Customer Relationship Management</b>
<b>German Course Title</b>	<b>Customer Relationship Management</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, homework, presentation, case studies, interactive work in groups
<b>Method of Assessment</b>	Ongoing assignments and final exam
<b>Course objectives</b>	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.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Theory of CRM</li> <li>• History and development of CRM</li> <li>• Customer value</li> <li>• Customer profiling</li> <li>• Phases of CRM</li> <li>• Customer Engagement Cycle</li> <li>• Customer Behavior</li> <li>• Emotional Intelligence</li> <li>• Best in-class examples</li> <li>• Development of CRM strategy based on real-life case studies</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>eMarketing</b>
<b>German Course Title</b>	<b>eMarketing</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lectures, class discussions and interactive exercises; possible guest speakers via Skype that are experts in eMarketing
<b>Method of Assessment</b>	In-class assignments (marketing math calculations and creative writing/design pieces) related to the topics of the course such as SEO, Web Analytics, and Social Media Planning
<b>Course objectives</b>	<p>Upon completion of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• identify, reach, and meet the needs of customers online</li> <li>• identify leading methodologies for testing and promoting Internet-based marketing activities</li> <li>• select the best KPI's to measure online marketing activities and the means to support marketing objectives through conversion models and web analytics</li> <li>• identify possible technical issues that could be impeding a website's organic ranking</li> <li>• determine ways to improve an advertisement's position</li> <li>• analyze the results of an email campaign to determine its effectiveness</li> <li>• describe and design parts of a social media campaign plan</li> <li>• determine worthwhile actions to manage a company's online reputation</li> </ul>
<b>Content</b>	<p>Content of the subject will include:</p> <ul style="list-style-type: none"> <li>• Web analytics</li> <li>• Search engine optimization</li> <li>• Paid search marketing</li> <li>• Online advertising</li> <li>• E-mail marketing</li> <li>• Social media marketing</li> <li>• Online reputation management</li> </ul>
<b>Literature</b>	<p>Larson J., Draper S., (2017) Digital Marketing Essentials. Stukent.com</p> <p>The primary source of literature for this course is an e-text available through Stukent.com. The instructor will provide an access key for the course before the first class so students may purchase the e-text online. Student will have lifetime access to the textbook so are encouraged to write down their online access information. Other resources include online videos available through Google and YouTube (Stukent's YouTube Channel).</p>

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

<b>Course Title</b>	<b>International Marketing</b>
<b>Lehrveranstaltungstitel</b>	<b>International Marketing</b>
<b>Degree Program</b>	<b>Center for International Education and Mobility/International Management</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lectures, case studies, group work, group project.
<b>Method of Assessment</b>	Group project (presentation) 50%; Exam 50%
<b>Course objectives</b>	The course seeks to familiarize students with the tools and terminology to explore and understand marketing practices in an international environment. They will learn the scope and challenges of international marketing, the dynamic environment of international trade, culture, political, legal, and business systems of globalizing markets, opportunities and threats on global markets and develop decision-making skills for the successful formulation, implementation and control of international marketing strategies. In particular, the course highlights strategic and managerial issues related to international marketing.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Scope and Relevance of International Marketing</li> <li>• The global marketing concept</li> <li>• Internationalization theories</li> <li>• Evaluating markets</li> <li>• Market entry modes</li> <li>• Designing the global marketing programme</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>International Marketing</b>
<b>German Course Title</b>	<b>International Marketing</b>

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



<b>Course Title</b>	<b>Marketing Research in Practice</b>
<b>German Course Title</b>	<b>Marketing Research in Practice</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	5.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*
<b>Method of Instruction</b>	Lecture, workshop and mini-project
<b>Method of Assessment</b>	Participation in the mini-project, test
<b>Course objectives</b>	<p>The main goals of the course are that students:</p> <ul style="list-style-type: none"> <li>• develop an awareness for the role of market research in marketing management</li> <li>• understand market research terminology</li> <li>• acquire a basic understanding of the market research process</li> <li>• are introduced to the most common market research techniques</li> <li>• gain knowledge to critically evaluate the quality of research data</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• The Role of Market Research</li> <li>• Quantitative and Qualitative Market Research</li> <li>• The Market Research Process</li> <li>• Research Designs</li> <li>• Sample Size and Determination</li> <li>• Data Preparation and Analysis</li> <li>• Research Reports</li> </ul>
<b>Literature</b>	Will be announced during the lecture

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

<b>Course Title</b>	<b>Market Research</b>
<b>German Course Title</b>	<b>Marktforschung</b>

<b>Degree Program</b>	<b>Entrepreneurship (UF)/Bachelor</b>
<b>Credits</b>	4.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	4th Semester
<b>Method of Instruction</b>	Combination of lectures, discussions, group work and presentations
<b>Method of Assessment</b>	Continuous assessment
<b>Course objectives</b>	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> <li>• recognize the significance of market research and explain its functions</li> <li>• outline the various stages of market research processes</li> <li>• differentiate between qualitative and quantitative approaches to market research, and describe their advantages and disadvantages</li> <li>• describe and use key market research tools (e.g. industry and competitor analysis, and customer surveys)</li> <li>• 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 analyses</li> <li>• distinguish between and calculate market volumes, potential markets and market shares</li> <li>• 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</li> </ul>
<b>Content</b>	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
<b>Literature</b>	Will be announced during the lecture

<b>Course Title</b>	<b>Marketing Strategies and Decision-Making</b>
<b>German Course Title</b>	<b>Marketing Strategies and Decision-Making</b>

<b>Degree Program</b>	<b>Center for International Education and Mobility (CIEM)/International Management</b>
<b>Credits</b>	3.0 ECTS
<b>Hours</b>	18 semester weeks/UPW 2.0
<b>Semester in Curriculum</b>	Elective*/Prerequisite: introductory marketing
<b>Method of Instruction</b>	Reading, lecture, discussion, case-studies
<b>Method of Assessment</b>	One individual assignment, one group presentation, one written exam
<b>Course objectives</b>	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.
<b>Content</b>	Marketing Today; Brand Identity; Brand Communication; Organizational structures; Research; Product, Place, Price Promotion and People; Influence of Social Media; Relationship Marketing; The Strategic process; Implementation.
<b>Literature</b>	Kellogg on Marketing Kellogg on Branding

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

<b>Course Title</b>	<b>Strategic Marketing</b>
<b>German Course Title</b>	<b>Strategisches Marketing</b>

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

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